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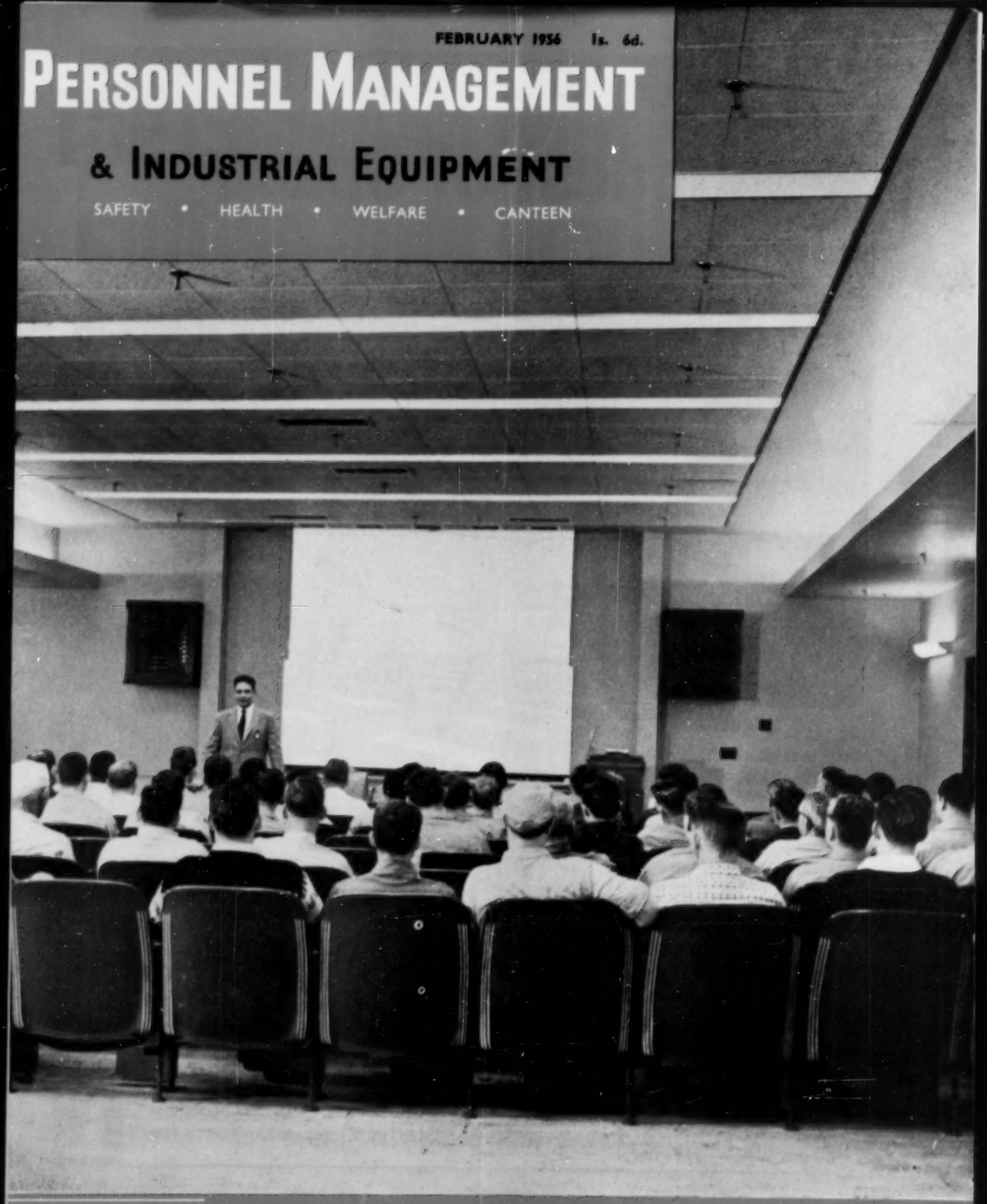

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(see page 453)

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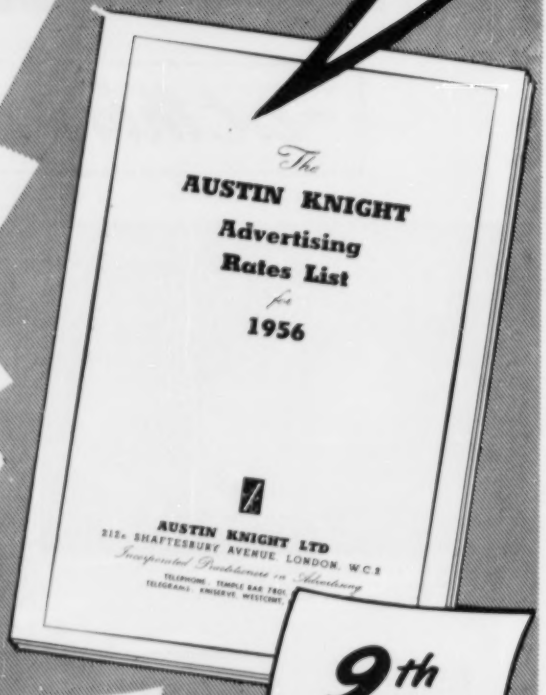

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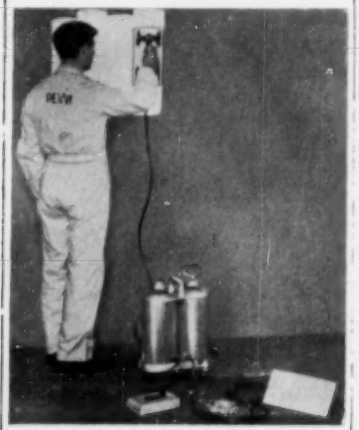

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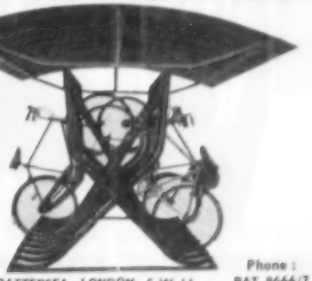

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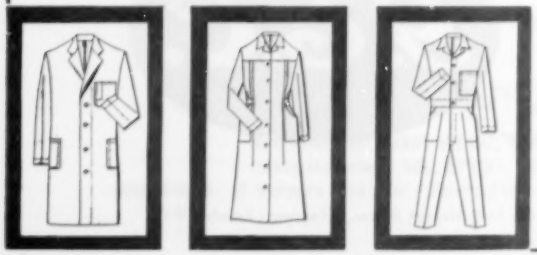

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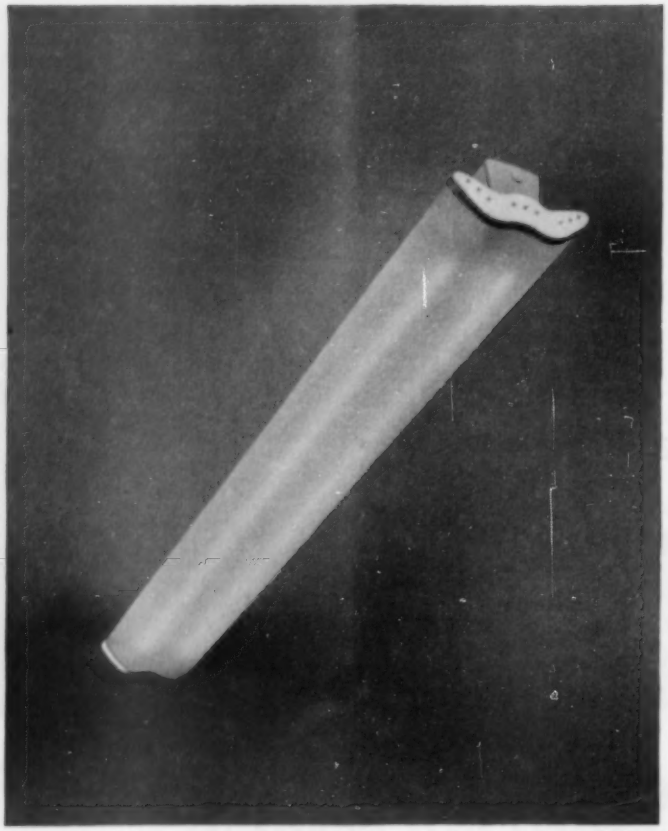

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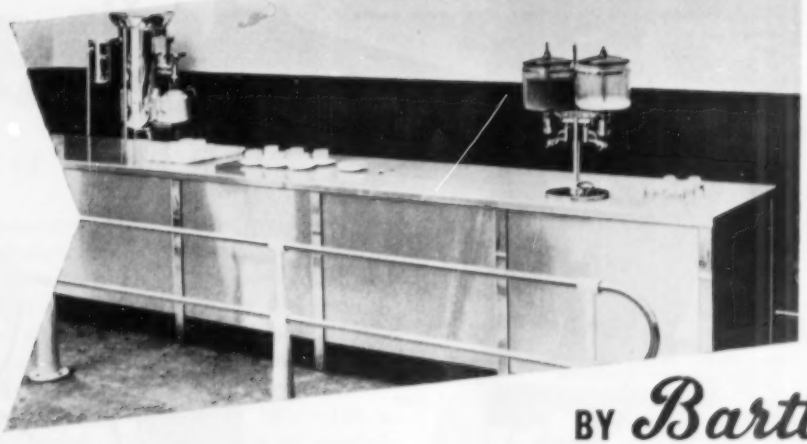

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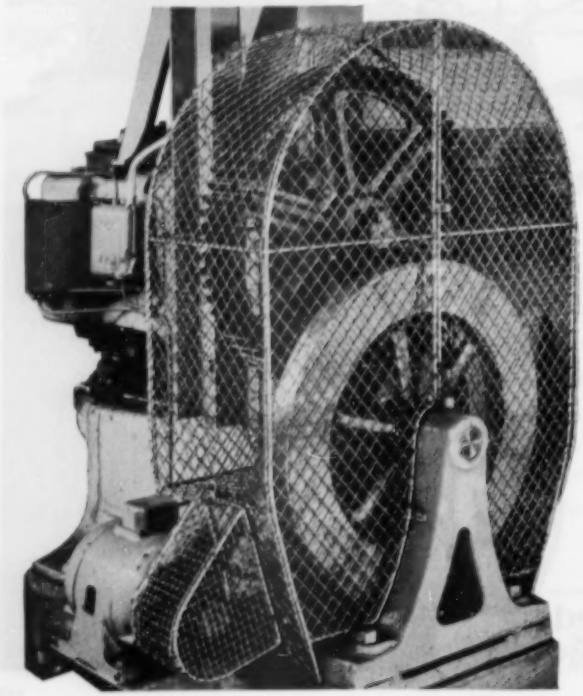

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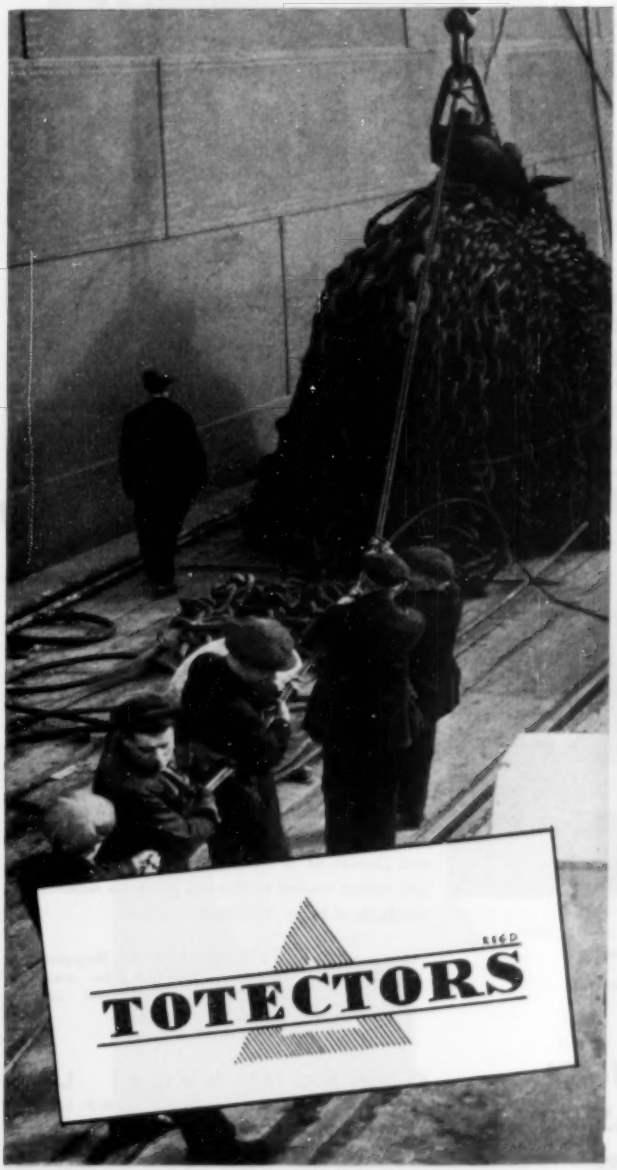

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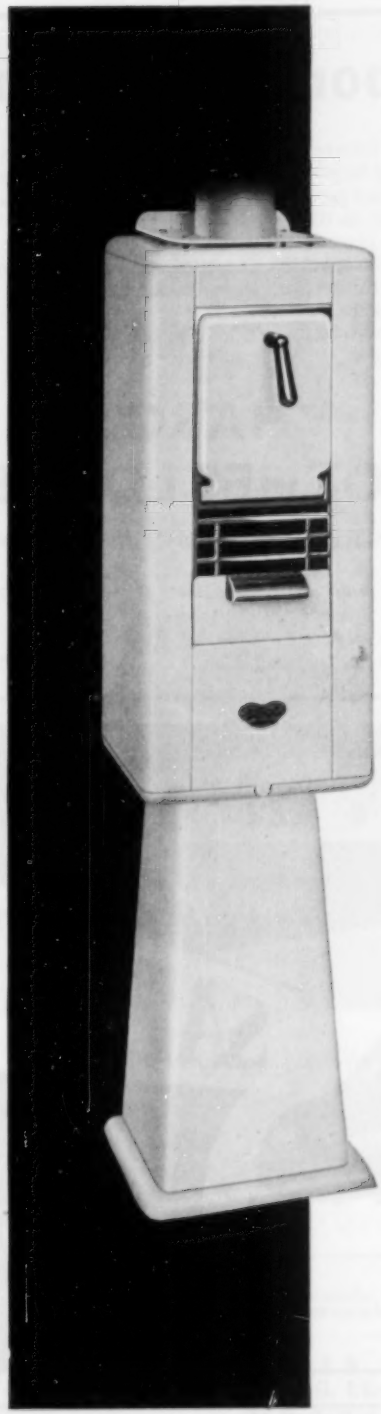

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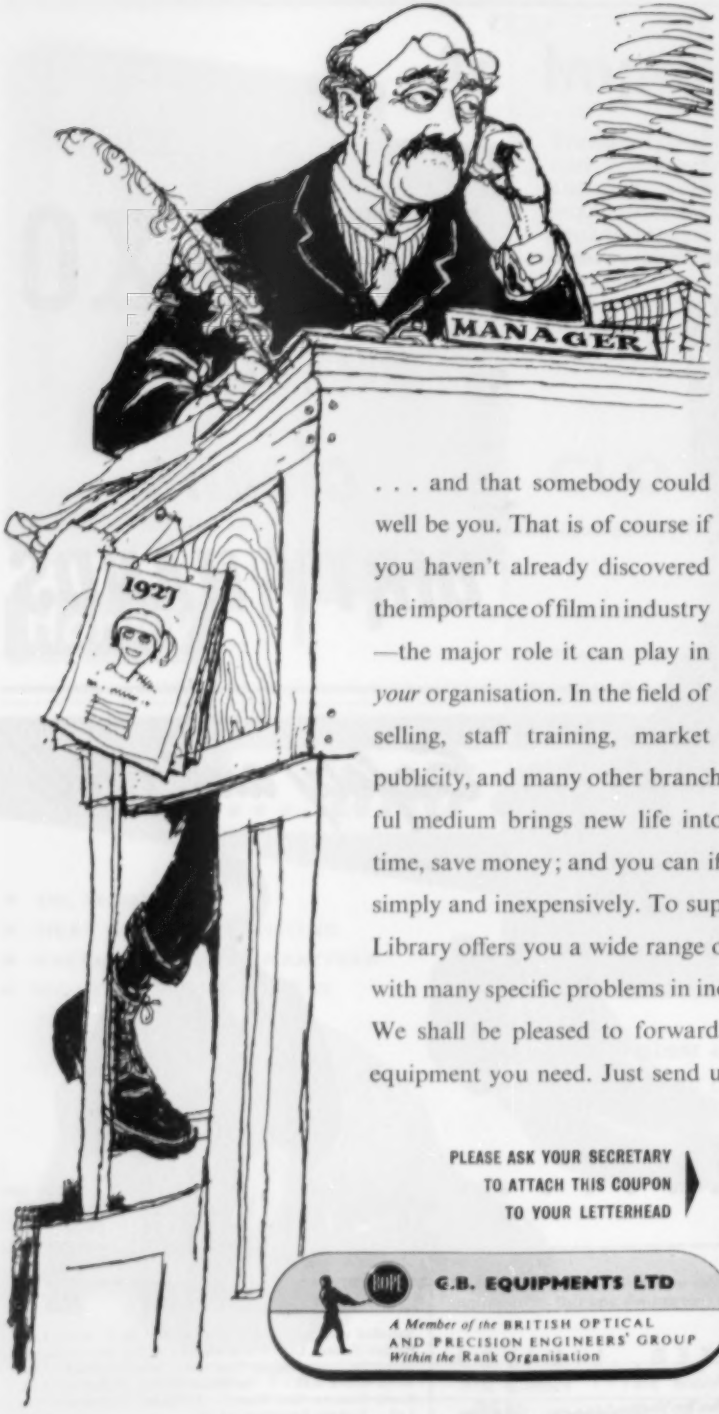

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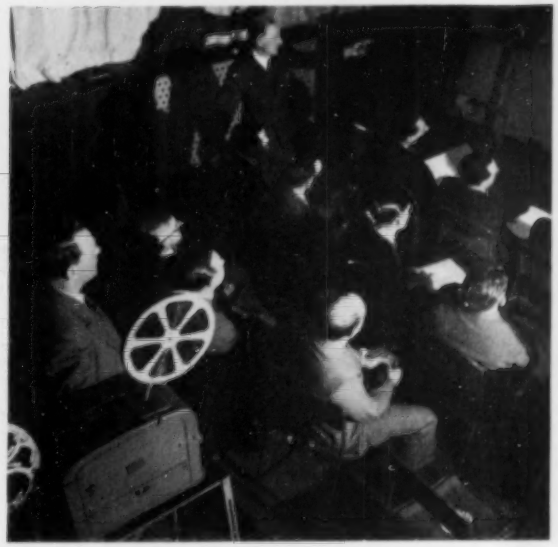


Mr. A. N. Holland, the training officer, takes up a film point with some **Wall's** salesmen. At the projector is Mr. Bridges, the author of this article.

How To Use Films For Employee Training

The group personnel manager of a large company tells why and how he makes a wide use of film in his training programmes. Among the points he stresses are (1) that films are not necessarily for large audiences, (2) that they are not simply for filling in a wet afternon, and (3) that each show should be followed by a vigorous discussion. Films also help, he points out, in promoting the growth of supervisors' associations.

By J. M. BRIDGES
Company Personnel Manager
T. Wall & Sons Ltd.

MOST progressive training departments now use film as a training medium—not just to keep up with the industrial Joneses, but because film provides a particular effect unobtainable in other ways. Therein lies a danger: that of the "let's have some films" mentality, because it is the contemporary thing to do. Based on this barren philosophy, films will become fillers—an excuse for the training manager to sit back and have a quiet smoke.

Used correctly, films are of immense value in training. Here are some of the reasons. First, there is the sheer physical ease of concentrating on a lighted screen in a darkened room. It is not too much of an exaggeration to say that the eyes of the audience are virtually compelled to watch the screen. Compare this atmosphere with that obtaining during a typical talk when a hundred and one distractions may come between the speaker and his audience.

It is, moreover, beyond doubt that movement of itself will attract attention, and will compensate for deficiencies in other directions. Consider the rapt attention conferred on TV. programmes. Truly an ounce of seeing is worth a ton of hearing. In fact we are told on reliable evidence that the order of effectiveness of methods of instruction is this: (1) Least effective—talking or lecturing; (2) Group discussion; (3) Most effective—film, filmstrip, and the "play acting" of problems after suitable briefing.

A further important factor is the dramatic emphasis which can be engineered on the screen to highlight a special point, an emphasis which cannot be conveyed verbally. Take a simple illustration. Only a film or a play can adequately reproduce the effect of emotional tension in a group of people on a workshop floor. A training manager or lecturer would require extraordinary histrionic powers to convey the tension in a film like "The Inner Man Steps Out", which features an ordinary supervisor in some fairly common workshop situations.

Being convinced that as a medium for attracting and holding attention the film has few rivals, the next consideration is—what subject matter is appropriate?

Film is quite irreplaceable as a medium for promoting external and internal public relations. And as a means of starting discussions or arguments it is without equal.

In this respect it is useful to remember that films are not necessarily to be used for showing to large audiences. There is a mistaken belief that the film is the best medium to use only when a message is to be conveyed to thousands of people. It may be the best medium, but its use is not limited to large audiences.

Many of our audiences number between six and ten people. I believe that more than ten in a class removes the "personal" atmosphere which we strive to maintain between the training manager and the trainee.

This highlights an important point in the use of films. We have found that most industrial training films lose a great percentage of their value unless followed by discussions or other activity which involves the trainees' active participation. If the trainee is only passively involved in the training film, he has been entertained—no

more. And entertainment has little place in a training programme.

It follows that the training manager must know what he is doing when introducing film into his programme, and is not simply filling in a wet afternoon.

There is a clear distinction between those films which convey factual information to specialised audiences and those which serve to provide impressions. In number the former far exceed the latter, mainly because they are easier to produce, but the need is much greater for the "impression" type of film. In fact quite a large proportion of the first type only replace a live demonstration, and are useful because a film is much more easy to carry around than—say—an oil well, or a hunk of geological strata.

Into the first category come our training films for apprentices, typists and warehouse staffs. Into the second category come the much greater number of safety films, hygiene, production study, and human relations films. Public relations films also come into this group but are not our responsibility.

We think that a positive good is achieved in the minds of our employees by the bare fact of showing films at all, because it indicates to them that we are taking the time and money to employ the most up-to-date training method we know to help them to help themselves.

Select With Care

Choosing the right films is a most important part of the training programme and it involves sitting through many many sessions with the training manager and the specialist manager to decide what is suitable. I can give a concrete instance of this. When we decided to run a programme to introduce work study to all levels of management down to the factory floor, we made a list of all the films dealing with the subject. As you can imagine they were many and varied. There were American, Canadian, and some European.

Taking them straight from a catalogue would have been fatal and what appealed to us as "showmen" did not appeal to the company production study manager, because of poor treatment of the technique of work study.

Finally, we did arrive at a selection, any one of which would have been suitable, but there was a further consideration. This was the intelligence level of the groups which ranged from senior management to factory operatives, all of whom were given separate training courses. And it was here that we came to a decision after trying it out on the trainees.

We found that the lower down the level we went, the more acceptable were the films which were good "cinema". This may not be a profound statement, but it is a very useful one to remember.

There is a particular film which springs to mind called "Ideas on Trial". At first sight this seemed to be solely an appeal to the thinking end of the management, but they tended to scoff at it, and felt it was entertainment rather than instruction. At the lower end it was gobbled up completely and furthermore the principles which are fairly elementary were noted and remembered.

The film is a highly imaginative treatment of the attitudes displayed by some people to progressive ideas and since the scene is set mainly in a court room with the familiar interjection of "Your Honour, I object", it rings an immediate bell with the cinema-going employees. Although at first sight it would seem to be an unsuitable film by its close connection with the weekly doses of entertainment, it is very palatable. But no matter how cinematic a film, I would like to emphasise an earlier point by saying that it should be followed by as vigorous a discussion as possible.

The Americans do this much better than we do. A recent film called "All I Need is a Conference" comes with a couple of training manuals, and no matter how much we may scoff at the transatlantic flair for dissecting things into small pieces, these manuals are an invaluable help to the trainer. Not all of us are gifted with the same analytical attitude to our training films, and these manuals stimulate the training manager along the right lines.

Another Use

Leaving formal training courses behind, I rate the film very high in drawing power for voluntary associations. I am thinking in particular of supervisors' associations. I am quite convinced that the supervisor is anxious to improve his job skills, in the short term for the greater efficiency in his own job and in the long term for promotion to the higher levels of management. And so we find a vigorous growth of supervisors' associations in many places. I think they sometimes make the big mistake of trying to tackle subjects too deeply, and although I find that the level of the lecturer is very high, the subject matter is very often indigestible.

There is a noticeable increase in attendance, however, if it is advertised that films will be shown and although I have seen some indifferent films shown, the attraction is there nevertheless. Most films tend to show the supervisor in a rather more favourable light than is the case in real life, and while the audience spends a lot of its time commiserating with each other on their own domestic

Shop floor supervisors watch a film made for the company by **Unilever Ltd.** Most of the trainee audiences number between six and ten people.

situation, there is no doubt that these films help them to build a mind picture of the ideal supervisor, and this forms a fairly solid foundation for their higher aspirations in supervisory status. I do not think they respond so well to poor lecturing.

With management groups, however, I am not entirely convinced that films serve the same purpose. Not because of the nature of the medium, but because of the standard of films produced. The managers' attitude is slightly patronising and I don't blame them.

I believe that if someone made an imaginative treatment of a project such as the Fawley Experiment, they would lap it up, or such a well-known subject as the T.V.A. scheme, or even our own old friend the Hawthorn Experiment. But they do not exist, probably because they would be shown only to a restricted audience with a limited commercial return.

Mr. J. M. Bridges: "Beware of the 'let's have some films' mentality".

Although it has never been my good fortune to be associated with making domestic films of any consequence, I must admit that I look with great longing on the activities of those responsible for producing such things as *Babcock & Wilcox* Magazine film, the *Richard Thomas & Baldwin* Magazine films and so on. These have an interest value for employees which is immeasurably higher than the charms of Marilyn Monroe or Betty Grable.

Though I am not forgetting that everybody else's fields seem much greener than one's own, it would seem that such an important weapon at the command of the labour relations group would be a joy to handle.

Film Strips

Before leaving the subject altogether I think I ought to mention film strips, because they have some of the advantages of films. But they also have some plus points in the shape of economy, and the fact that you can make your own easily and cheaply and relate them directly to your own company, or even your own factory. We have made several film strips quite successfully, without much technical knowledge or skill, in our own department. Having selected our subject we can hire a photographer and pass the whole technique of making up the final strip into the hands of one of the many companies who are well equipped to do it, and should the subject be worthy of expansion into a full length film, a film strip is just about as ideal a method of doing the ground work as I can think.

Finally, we come to equipment. In our organisation, our Training Department is expected to operate at one of several different points, so that portability and robustness are the desirable features which we find and appreciate in our G. B. Bell & Howell 621 model, 16 mm. projector, which stands up very well to the pushing about which we have to give it.

On the subject of screens, however, it is our opinion that a fixed screen is much better than a portable one, and so at various points in the company we have installed solid screens which are erected as we require them. With so much handling, of course, they require a periodic whitening up, which we do not find too arduous.

Although we could obviously do without films in our training programme, I believe that we would lose quite a lot of the punch which goes with them. To my mind they are irreplaceable in establishing a live interest in the subject to trainees from all levels. We are, in the nature of this modern age, already bombarded with propaganda, advertising and entertainment at such a concentrated and high powered level outside business that we must do as much as we can inside to attract and hold the attention of trainees.

Film does this superlatively well.

Two of the films mentioned in this article, *The Inner Man Steps Out* and *All I Need is a Conference*, are available from the G.B. Equipments Library 1, Aintree Road, Perivale, Middlesex.

Six Ways of Making the Most of Film

1. *Do not use film simply because other firms do, nor just to fill a gap in the training syllabus.*
2. *Keep your audiences small. Between 6 and 10 people gets the right personal atmosphere.*
3. *Choose films to match the intelligence level of the trainees. The lower the level, the greater the impact of "good cinema".*
4. *See that your supervisors' association is well supplied with film show facilities.*
5. *Make full use of film strips too. These have some of the advantages of the moving picture and are cheap and easy to make.*
6. *Follow up each show with a thorough discussion of the points highlighted.*

Explaining Work Study

THE British Productivity Council, in association with the European Productivity Agency, is producing a series of films which are aimed at educating the hitherto uninformed of the value of work study. The first three of this series, which were shown for the first time recently, overcome the difficulties of the subject and prove to be examples of first-class film production. "Introducing Work Study" shows how work study fits into the national economy; "The Whole Works" shows how the layout of a complete factory was reorganised for greater efficiency; and "All Over the Shop" is a series of case studies in which remarkable results were obtained from the application of work study. The films are available on hire from the Central Film Library or on sale from the B.P.C.

Rapt in attention to the explanation of how work study will affect them, these girls helped to increase productivity in their department by 33%.

This Man Places The Older Executive

By SHIRLEY MEREDEEN

Here is the story of a man who believed that the older man and woman could often knock spots off youth when it came to giving an employer value for money. He put his theory to the test and found that it worked. Mr. R. P. Wright is not the head of a committee, an association or a research group. He runs an employment agency which specialises in placing executive staff: but his findings have been invaluable and practical.

Mr. R. P. Wright hit upon a personnel idea.

"GOOD morning." "Wright Atkinson, Employment Specialists here. . . . You want a change of job? . . . What experience have you? . . . Married? . . . Age? . . . What do you mean 'that's the trouble?' 45! Don't be apologetic. Your age is no disadvantage."

So many of these conversations occur daily in the offices of *Wright Atkinson Ltd.* at Queen Victoria Street, London, E.C.4. It is an agency which has two features that distinguish it in the employment field. First, it is one of the few agencies, if not the only agency, to specialise in finding employment for senior executives in industry and commerce, at home and abroad. Secondly, in the course of this work it shows a particular interest and ability in placing men and women of over 45. Either aspect would merit an article in itself, but it is this secondary feature of helping the over-45's that provides both an interesting story of one man's personal "hunch" and also, perhaps, a leader for employers.

Wright Atkinson Ltd. places men and women of over 45 in all grades of clerical and managerial positions in the belief that they can do as good a job, if not better, than younger people. Many of those who need a change of job around this age are those who were unsettled by the war or are in financial difficulties through lack of foresight when younger. All are eager to do a job well and have a degree of security not previously theirs. Often a change of job at this age needs some degree of rehabilitation or the training and use of certain latent abilities.

That he had the gift of knowing how to resettle people was made apparent to Mr. R. P. Wright, the founder of the agency, during the war when in a prisoner-of-war camp he took on himself the task of finding occupations for those of his colleagues who were becoming mentally ill with the strain of war. One man was in particular need of help. Mr. Wright took him aside and spoke to him about his home and his job in civvy street. It appeared that the man had had a barrow in the Old Kent Road. It would have been comparatively easy to solve his problem if the man had been a carpenter, but this was rather more difficult for the man had no other training. Eventually Wright hit upon the idea of setting the man up with a stall in charge of Red Cross supply "swaps". The man soon came back to life and humoured the whole camp with his quips and sales talk. This was only the first of the many who found new hope through the help of Mr. Wright.

After The War

When peace came Mr. Wright found himself without a job as did so many others. He decided that he would be happiest doing a job dealing with personnel relations. He wrote to several firms offering his services and eventually became the personnel officer of a well-known firm employing over 1,000 staff. Here he learnt a great deal about staff relations but, at the same time, found himself being approached by many of his war-time camp mates who had not found the job of settling down after the war as easy as he had. He tried to help them all and was ingenious (to say the least) in finding employment for them. One man, who found that he could not resist the temptation to steal but who wanted "to go straight", was placed through Mr. Wright, in the Mint where his temptation would be noticed immediately by the constant security checks.

The main difficulty, however, in settling these ex-servicemen was the fact that, however able they were, firms were reluctant to employ those

who were over 45. Many firms restricted entrance to the age of 30. Many who were impressed with a man at an interview changed their mind when they learnt his age. Mr. Wright was certain that this was a wrong attitude. Here were men of value to the nation who were going idle at a time when industries had to be redeveloped following the dislocation of the war.

These men had experience of business, travel, languages, people of all types, to an extent that a man of 30 could not possibly rival. "A man of 45 can reasonably expect 20 years of work before the official age for retirement", says Mr. Wright. "But so many men are still capable and willing to work another 10 years after 65. Compulsory retirement is a great loss in an age when staff shortages and export drives are pre-eminent. All good men are needed, not only to do the menial jobs but the executive jobs, such as sales and export directors, and personnel officers.

"Examine your absentee lists", he commands. "Compare the proportion of absentees and bad time keepers in old and younger employees. Every time you will find in favour of the older man. Older men, statistics show, are less prone to accidents. They are more reliable and more keen to do a good job of work."

By Way Of Contrast

Compare this with the attitude of a young man in his early 20's today. "Interview a youngster nowadays", he says, "or rather they will interview you." "They dictate their terms and won't work a minute over hours. But an older man realises his responsibilities." He gave an example of the attitude to work of the younger man. One came to him for a job and was soon fixed up with an appointment with a firm of pencil manufacturers for the following week. The boy was unemployed at the time and asked what could he possibly do in the intervening week. Mr. Wright amazedly replied: "Find out everything you can about pencils." "But", he added later, "an older man wouldn't have to be told such a thing."

The more involved he became in placing older people the more convinced was he that his self-appointed task was worth while. That men in their forties needed changes of employment was not always to their credit but the country could not afford to waste them. On the other hand, men in their fifties and sixties with agile brains who were compulsorily retired—from the Services or from overseas appointments—through no fault of their own, just could not find work. Life, for them, was not worth while without full-time occupation. If one could reasonably expect ten years' service from them then it would be worth while employing them. For very often the time spent in one firm by the younger men was of considerably shorter duration.

The reason for constant labour turnover nowadays, Mr. Wright believes, is due to the number of younger men who hold executive posts, under whom men of similar ages are reluctant to work.

Certainly young men had something to offer the country but there was still room for the older man who was probably the best person to adapt the new ideas to old methods.

Mr. Wright also tells of a 60-year-old woman compulsorily retired who could not live on her pension. Before she came along to the agency for a secretarial post she had practised her speeds at shorthand and typing until she thought they were reasonable enough to offer to an employer—they were 190 and 80. Tremendous speeds though they were, employers would not even see her for an interview. However, when she went along to one firm as a temporary shorthand-typist they, who had previously refused her entrance into the firm, decided they could not do without her.

In The Older Man's Favour:—

1. *A man over 40 is not so likely to change his job as an up-and-coming youngster.*
2. *But he is still capable of 25 years' or more service.*
3. *His time-keeping and absenteeism record is generally better.*
4. *He is invariably anxious to prove his worth, hence is keen and reliable.*
5. *He is not so much the victim of a "dead men's shoes" outlook.*

The B.B.C. produced a broadcast programme last autumn based on his experiences which stimulated many people to write to him asking for his help. "It was pathetic," he says, "to hear of chemists, engineers, servicemen and many others, all able but who found themselves for one of many reasons in need of a job, and how impossible they found the situation. Many firms would wait months for youngsters when they would not even see the older folk."

Mr. Wright has placed many men of 50 and 60 in administrative and executive positions in firms previously antagonistic to the older worker. He finds that the general attitude is stubborn, to say the least. But he is gradually changing the attitude of each firm as he encounters them. In practically every case where he has placed such people the firms have not regretted their decision. Consequently he is more than a little encouraged with the results even though it is a slow and difficult job.

Certainly since he has devoted his time to settling older people his belief in their capabilities and value has become even stronger. There are many people who need to be grateful to Mr. Wright for the strength of his conviction. They number both employees and employers for he revives the faith in themselves that the older men and women need by proving that they are still useful members of society and, at the same time, provides valuable staff where it is needed.

Official View . . .

"IT is really quite crazy that in a nation which has today something like half a million jobs that it cannot fill, people are still supporting the theory that you are too old at 40 for a new job . . ."

This was Mr. Harold Watkinson's comment on the Second Report of the National Advisory Committee on the Employment of Older Men and Women which says that industries should promote research into aspects of the employment of older workers. Employers will need to be much more willing, the Report goes on, to throw open their jobs to candidates in middle life.

Some of the problems mentioned in the Committee's first Report—particularly pension schemes, difficulties of age structure and promotion and the place of part-time work in the employment of older people—are re-examined. While by no means insoluble, it is pointed out that such problems do not lend themselves to cut and dried solutions. "The answers", it is stressed, "are no more likely to be uniform than are the establishments in which they occur."

Management At Work

Brave New World

ARTICLES have been written lately, some sounding like science fiction, that describe the brave new world of the future. It is said that the average American of 1975 will enjoy a $10,000 income. He will live in a pastoral-type community development, miles away from the place he works, and probably journey to and fro by helicopter—or, if he is less fortunate, probably in a helicopter pool! Hourly wages will have been eliminated. Everybody will be on a salary. The four-day week will be an accomplished fact. Men will start to work late in youth—and retirement will come early. There will be leisure for travel and partial-payment plans to make it possible for all, and the travel may include space-ship trips via convenient satellite stations. Developments in mechanisation will have eliminated heavy labour jobs. The white shirt won't be a means of distinction between classes of workers; in fact, the blue shirt may be reserved as the exclusive badge of the television performer. **(A.M.A. Personnel Series No. 164).**

Busy Sunday

SUNDAY will be the only working day of the week in the year 2000, forecast M. Ikor, the winner of the 1955 literary Prix Goncourt, in Paris in December. "The Minister of Leisure will be the most important member of the Government", he said. Asked if people would still read in 2000 he said there was no reason why not so long as literature still existed. "But I am not sure of that", he said.

A Helping Hand

THE experimental industrial advisory service established in 1953 by the National Union of Manufacturers is to become a permanent part of the union's work for industry. The service is to be expanded so that firms can have practical help in carrying out the recommendations given to them by the union's industrial advisory officer on problems of management and production organisation.

Subjects on which advice has been sought so far include plant layout, improved use of plant and labour, production methods, training of operatives, work study, incentive schemes, costing procedures, estimating, selection of executive staff and the policy and structure of management.

A small team of "industrial assistants" will help firms to reduce costs and raise productivity, mainly by the application of work study, either on behalf of management or by training or helping a member of the firm's own staff to undertake it. The service is available to all manufacturers, especially small and medium-sized firms, whether they belong to the N.U.M. or not.

A Capital Outlay

ENGINEERING firms are prepared to spend from £500 to £2,000 each on young men anxious to make their careers in industry. But there is still much prejudice at schools and universities against encouraging them to enter business in preference to teaching and other professions.

Mr. Miles Beevor, managing director of the Brush Group of companies, described some weeks ago a training programme in which almost 10 per cent of the group's 10,000 employees are taking part. It costs £250,000 per year. There is nothing to prevent a craft or trade apprentice from going to a university with the financial backing of this firm if he has the ability and wish to do so. Experience has shown that more than 90 per cent of the boys return to their jobs after National Service. By keeping in touch with them and encouraging them to visit their firms when on leave, most of them are no worse for their absence and quickly settle down in their old jobs.

Welfare à la Mode

FACILITIES for the 6,000 employees working at the new plant of the United Aircraft Corporation in Connecticut, U.S.A., include a heliport (shown below) and a parking area for 3,500 cars. The heliport, one of the few in existence in the U.S., is regularly used by helicopters for visitors and other projects on the site of 350 acres. Apart from general welfare services the firm also provides a hospital and children's playground area.

They come by car . . .

. . . and helicopter

Work As You Choose

A SELECTIVE scheme for employees to continue working at their leisure after retiring age has been introduced at the *Revo Electric Co. Ltd.*, Tipton. On reaching the age of 65, or earlier if in poor health, employees may apply to enter "the long service department", which is a workshop cheerfully decorated and equipped with tools for light work. Acceptance is a matter for the management, but once selected a veteran may work as he chooses. Payment is on a piece-rate basis and the first 14 employees in the department have earned an average of £7 a week each since they began working there.

The men can leave their benches without permission and relax in armchairs and can choose their own hours.

I.M.O.'s Blueprint

A FIVE-POINT rule on the work of an industrial medical officer was given at the January luncheon of the Incorporated Sales Managers' Association in London. Dr. John Rogan, Chief Medical Officer of the National Coal Board, said that the industrial medical officer should advise on health problems related to work; advise on the placement of disabled workers; encourage management to employ a reasonable proportion of disabled and older workers; provide first treatment for accidents sustained in industry without poaching on the general medical practitioner; maintain impartiality and resist becoming the manager's stooge. By following these rules the industrial medical officer, thought Dr. Rogan, could do much to improve human relations in industry.

Deceptive 'Chaos'

ANYONE who has watched any building labour force at work must have wondered at times how the finished structure eventually appears. To the layman there seems nothing but a pile of bricks, scaffolding, timber and concrete mixers plus a number of men on a variety of seemingly unrelated tasks. Occasionally a man in a bowler hat is seen looking at a blueprint—but for the most part there is no apparent overall control.

The building industry is, however, alive as any to the need for well-trained general foremen. It is, to quote the words of a recent report issued by their National Advisory Committee, "a matter of major importance requiring the most careful selection of candidates, the provision of facilities for gaining practical supervisory experience over a period, and

a planned and detailed study of the foreman's role and responsibilities".

The Committee describe the further development of the certificate course in general foremanship studies introduced as an experiment two years ago. It is anticipated that the first examinations based on the course will be held this summer. The course calls for two years' part-time study, and includes instruction in the elements of supervision, site administration and control, site organisation and method and personal administration. There are also arrangements for suitable students, who have not hitherto had the opportunity, to be given tuition in general building construction, though most students will of course already be technically qualified.

Better general foremen are considered vital to increasing productivity in the industry and the Committee recommend that employers regard general foremen as an essential part of management. Experienced general foremen are also asked through their associations to encourage young men in their areas to attend the course.

Art Dictators

AN experiment in stimulating art appreciation among factory workpeople—and to eliminate the customary desire to cover walls with "pin-ups" from movie magazines—is being carried out at Bournville. But the choice of pictures, which include reproductions of the works of Van Gogh, Cézanne, Degas, Peter Scott and other famous artists, is not dictated by the management. The factory staff select them.

Shop committees are asked to give opinions on pictures—after consultation with departmental staffs—stating preferences. No department is therefore allocated a picture which would later meet with hostile criticism from the staff employed in that department.

Most of the pictures are the property of the Works Councils. The final selection is the responsibility of one of their subcommittees. It is planned that the pictures will be changed from time to time.

Competition

TO encourage young people to look for and study methods of increasing productivity the British Productivity Council is co-operating with the European Productivity Agency in promoting an international productivity essay competition. Five prizes will be awarded by the E. P. A. in each participating country, consisting of a visit to Paris and a tour of about ten days of at least one European country.

The competition is limited to students now attending a course of study in industrial or technical subjects and who were under twenty-seven years of age at December 31, 1955. Essays must reach the B.P.C. by March 7, 1956, and entry forms are available from them at 21, Tothill Street, London, S.W.1.

HOUSE MAGAZINE DIGEST . . .

Other Firms' News And Views

A Blessed Lot

EXECUTIVES are a fortunate lot, for, as everyone knows, an executive has nothing to do—that is except:—

To decide what is to be done; to tell someone to do it; to listen to reasons why it should not be done, why it should be done by someone else, or why it should be done in a different way, and to prepare arguments in rebuttal that will be convincing and conclusive.

To follow up to see that the thing has been done; to discover that it has been done incorrectly; to point out how it should be done; to conclude that as long as it has been done it might as well stay as it is; to wonder if it were not time to get rid of a person who cannot do a thing correctly; to reflect that in all probability a successor would be just as bad or worse.

To consider how much more simply and better the thing would have been done had he done it himself in the first place; to reflect satisfactorily that, if he had done it himself, he would have been able to do it right in twenty minutes, and that, as things turned out, he himself spent two days trying to find out why it was that it had taken someone else three weeks to do it wrong, and to realise that such an idea would have a very demoralising effect on the organisation because it would strike at the very foundations of the belief of all employees that an executive has nothing to do. **(The Bulletin.)**

Our Mortal Peril

Higher wages, higher profits, these can be justified by higher production; neither is justified otherwise. We want to reach a higher standard of living; we can do this, but only by higher production. Our greatest danger is to be priced out of the markets of the world because our productivity does not rise as fast as our costs. That is a mortal peril to us. **(Ruston News.)**

Production Points

Production is our business, whether we operate a machine, use a typewriter or push a truck, it is our bread and butter and it is up to every one of us to be interested in the regular discussions held between management and our elected representatives.

How then can we show a keener interest in the Joint Production Committees? Here are a few suggestions:

Be proud to accept nomination for election as a committee member.

Be prepared to nominate someone in whom you have confidence to express your views.

See that relevant matters you know of are brought up for discussion.

Be vitally concerned with decisions taken on your behalf by the committee, by reading the minutes and discussing them with your colleagues and your representative.

And above all do not regard the committee as a "complaints committee", but as a body elected to constructively tackle the many problems associated with getting the maximum productivity from our unit. **(Intercom.)**

Psychology in Capricorn

In post-war years the new psychological approach to the selection of candidates for apprenticeships has replaced the haphazard system of "square pegs in round holes" and the method of selection by the mining companies in the form of aptitude tests has produced excellent results in the Copperbelt.

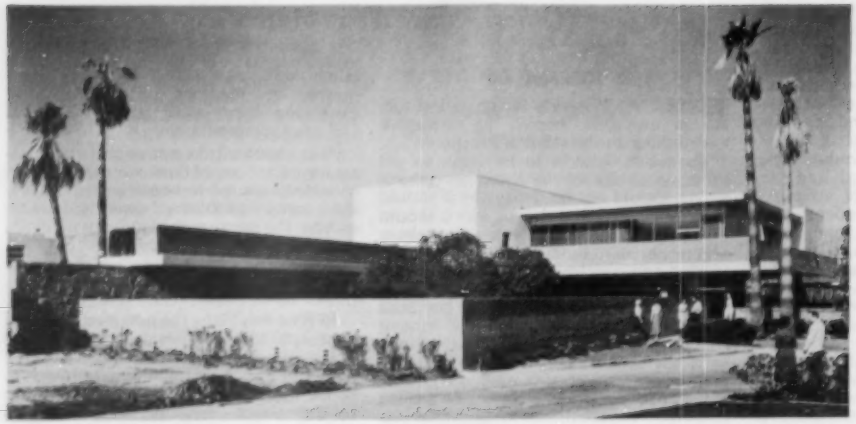
In the general confusion which seems to exist in the minds of some regarding present-day methods of selection of apprentices, complaint is made that boys who have done reasonably well in their aptitude test but are later not successful in obtaining a vacancy on the mine have been unfairly treated.

Contrary to the general belief, therefore, a pass in an aptitude test is in itself no certain guarantee of acceptance, because in view of the restricted number of vacancies only an equivalent number of the top candidates can be accepted. **(Mufulira Magazine.)**

Of course you deserve a higher position. Get yourself a taller chair and charge it to petty cash. **(Lobol Magazine)**

Money Well Spent

During 1955 American industry spent something in the region of 135 million dollars on 10,000 employee publications.



View from Los Angeles' W. Century Boulevard of the new McCulloch Motors Corporation employee recreation building and cafeteria.

EMPLOYEE RECREATION WITH A MILLION DOLLAR LOOK

Upstairs lounge, with door to theatre in centre background. This room opens to a second-floor outdoor lounge area.

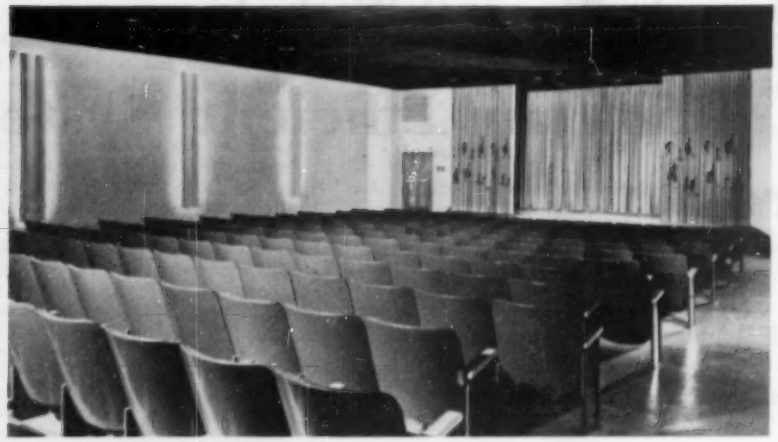
By MICHAEL LORANT

AN idea of the amount of money some American companies are prepared to lavish on employee relations is exemplified by the *McCulloch Motors Corporation* of California. Recently, at the side of one of Los Angeles' famous boulevards, this firm spent more than a million dollars on a recreation building and cafeteria for their 1,800 workers. The new Centre, claims the firm, is without doubt the most advanced and up-to-date construction of its kind, and Mr. Robert P. McCulloch, president of the company, believes that the money is well spent. Here we feature some of the facilities included in its 90,000 square feet.

The building itself combines Roman ruffle bricks, bouquet canyon stone, ceramic veneer for its exterior with wide expanses of glass that is so characteristic in modern California constructions.

The ground floor has been planned around a landscaped terrace that contains the dining room, cafeteria, an all-electric kitchen with a 500-meals capacity, including facilities for "alfresco" lunches on the landscaped patio. The dining area also includes a soda fountain, "short-order" bar as well as two smaller dining rooms that can be closed off for private parties by folding partitions. The room is panelled in butternut wood with plastic tile floor, acoustic tile ceiling and all stainless steel equipment.

The second storey of the building, reached from the glass enclosed lobby by a dramatic suspended staircase, contains a complete theatre-auditorium with cork ceiling and sound projection equipment for showing films—of both entertainment and



Theatre on second floor seats 200 persons, and is designed and constructed for best acoustics. Front and back curtains enclosing stage and screen are spun glass.

training character—a large lounge for employees with adjoining sun-deck and a separate, small executive dining room.

In the basement there is a 12-lane modern bowling alley with automatic pin-setters, a public address system, spectator gallery and locker rooms. The entire building is air-conditioned and sound-proofed.

The building of this Centre has been described as "a great experiment in management - labour relations." Certainly it is one outstanding example of the faith America attaches to the material side of industrial welfare.

In Britain industrial recreation and sports centres lost some of their popularity during the immediate post-war years. Quite a few personnel managers and welfare officers commented on the fact that only a fraction of the workpeople made any use of these facilities. Such evidence as is available for 1955, however, suggests that these centres are coming back into their own. New clubs are being built and old ones refurbished—not perhaps at a cost of a million dollars but for the same reason.

The Central Council of Physical Recreation has paid much attention to how the industrial recreation centre can be made more popular. Two of its main recommendations are, first, that a first-class club secretary be appointed and, second, that a closer link be established with the social life of the neighbouring community.

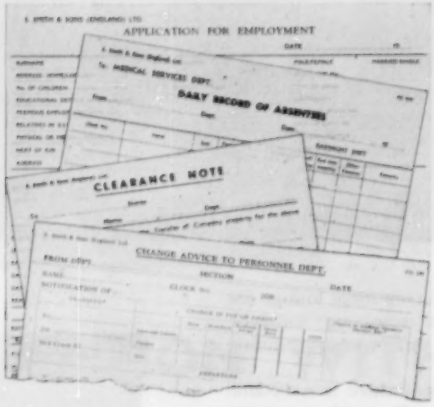
From a northern entrance, one of the dining areas is shown, with cafeteria counter at right, milk bar in left background.

Twelve bowling alleys installed by Brunswick in basement of McCulloch's new Recreation Centre. It includes most up-to-date pin setting and scoring devices, and is surrounded by lockers especially designed for bowling equipment.

The Printed Form In Personnel Work—I

How to Build an Efficient System of Records

By WILLIAM DURHAM, M.A.



The value of personnel records depends on how they are used. A bad system can degenerate into bureaucracy run riot. A good system can save time, labour and costs and ensure just administration of the workpeople's claims and entitlements. In this new series of articles we hope to show how both small and large firms can use records to the advantage of management and staff alike.

THE accumulation of information, of facts and figures on all subjects related to production matters is now a recognised and valued specialist function in most progressive organisations. No less important is the collection of objective and detailed information about the labour force, both as individuals and collectively. From this material, if properly handled, there can emerge (*a*) statistics on which future action will be based, and (*b*) details of the firm's personnel which are vital to better human relations on the factory floor.

The information must, however, be selective. Obviously there is no point in collecting material which is never required. But a greater weakness still is to store useful data in such a way that it cannot be readily used. It is surprising how many firms there still are whose management have little idea how their labour turnover, or, more important, how their survival rates vary from department to department, and whether they are in line with other firms in the area. It is unfortunate that the record systems of so many firms hide labour potential instead of signalling its availability.

Storing and producing information is a major function of records, but the many and varied forms of an up-to-date personnel department deal even more with action—requests for further labour, notification of wage increases, of voluntary subscriptions to various funds, of transfers, of terminations. Here the form (though somewhat bewildering to the uninitiated) has decided advantages over the plain inter-office memo. Few personnel departments have less than twenty different forms. Some have thirty or forty.

What then are the advantages of the printed action form?

1. Office efficiency is largely a function of routine. Once an effective procedure is adopted, variation from it, however good the case, may well prove a dangerous precedent. Forms help to standardise routine; they are a habit forming mechanism.

2. They economise in both thought and effort. Those who are tortured by lengthy forms demanding most recondite details may smile. But we are here thinking of action forms, rather than information forms. The action form, by its colour and shape alone indicates its purpose to the initiated. Neither the sender nor the recipient read the headings of the various boxes. They are too familiar with them for this to be necessary. So the request or order is passed from one to the other with the minimum of effort and thought. Further, because of the form, full details are included, the different sections and boxes on the form have acted as an aide-memoire to the sender. The telephone query is therefore avoided. There is no need for Mr. Jones' secretary to ask Mr. Smith's assistant to ring Mr. Jones when he gets back to the office, etc., etc.

3. The amount of writing is reduced to a minimum. There is no "I should be most obliged if you would kindly arrange for . . ." Forms discourage verbosity. Grammar is no longer at a premium. A few terse words will suffice.

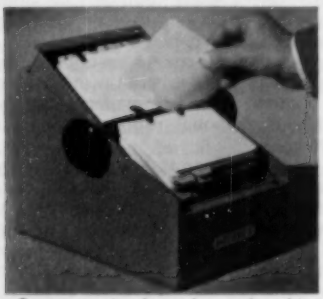
So far as the more lengthy forms demanding information are concerned, the benefit goes mainly to the recipient. The sender must sort out his information to fit the form, and this may take more time than writing a long-winded essay. But for every one the sender makes out, the recipient may receive a hundred—or more, and to collate or compare this material is near impossible unless the layout is standardised. Anyone who has received several hundred letters for a vacancy will appreciate the superiority of application forms. Anyone who has conducted a survey knows the merits of a questionnaire over the literal answer, even at the

cost of some Procrustean mutilation of the material. If the information is in the same place every time, tremendous economies in time and patience can be made.

From the form which supplies information we pass to the record which stores it. These may well be the same, but the permanent record will normally be more concise. There is a great deal to be stored on it through the years—the employee's history with the firm for instance—and the use of symbols and indices may be necessary. In this way a form can retain in a readily available fashion a very great fund of detailed information which, stored any other way, would need a great deal more paper and space. Even film storage is more effective if the material photographed is on some standard form.

All these advantages are of course only obtained if the forms are efficiently designed. A great deal of thought must go into this, and the recently published OMA pamphlet "Form Design" indicates some of the pitfalls to be avoided.

The form and the procedure should be subjected to a rigorous method study before it is finalised, so that the form is intimately interlocked with the system in which it is used. Questions of cost will naturally be included in such a study, with simplicity the keynote. The value of each entry must be worth its cost in clerical time. Ease of maintenance will be fundamental. Many a statistical card has been accepted with a glow of enthusiasm but as the months have passed and amending them has proved such a tiresome labour consumer, they have fallen happily into disuse. After all, many of the statistics they provided scarcely changed from month to month and those that did could be found nearly as quickly by some other method! A periodic search may prove cheaper than constant recording.



Compact, simple and speedy, this **Rotadex** reference card system which works on a swivel movement can be very useful for the small personnel office.

Records must then be easy to keep up to date, and be so designed that accurate information can be quickly supplied both on demand and at regular intervals. The emphasis is on accuracy. Misleading information may well cause unwise policy decisions. But accuracy can be a fetish, and if, for instance, the information is statistical then according to the purpose of the statistics it may well be that close approximations will serve, which may be much easier to provide. It is therefore essential to determine at the outset just what information will most benefit your colleagues in the management team.

Differing Needs

It is hoped in further articles to look in detail at most of the records in general use in personnel training and medical departments. It will, of course, be realised that the need of a firm of 250 employees all housed in the same factory will be very different from the central records of a vast organisation covering many units. The smaller the firm the more easy will it be for whoever is responsible to have the records in a filing cabinet within arm's reach, or even on the desk if he chooses one of the card systems. The requirements of the smaller firm will be less exacting, and some notes on the basic requirements of the smaller firm conclude this article.

The manager of even the smallest firm has his notebook recording general details about new starters and noting the date of their wage increases, progress, departure, etc. As it grows and foremen are appointed, each of them maintains his own notebook duplicating the information. Even in some large organisations with well-established personnel departments the supervisors are so poorly serviced with information on their employees that this duplication goes right on.

Two forms are well worth while, however, right from the start. These are the Employee History Card, and the Register of Engagements and Terminations. Demand will be too small to justify the cost of printing, but the dates can be laid out on a convenient and settled plan. There will be a fuller discussion of these forms in a later article, but the smaller firm may find it worth including in the Register a weekly strength return broken down into simple groupings—Staff and Works, Male and Female, Skilled, Unskilled, etc. As the firm grows this will develop into a separate form.

By the time the firm has reached 150 employees, which may mean interviewing several applicants each week, the value of an Application Form will have become apparent. But it is the really small employer with the least practice at interviewing who gets most value from these forms for they remind him of the many facts he should obtain. Since he must be a jack of all trades he can easily forget them in the rush of the day's work. Similarly, a duplicated sheet laying down the working conditions is well worth while even in the smallest firm.

Deduction slips are also essential as soon as any deductions from wages are made beyond those authorised

(*Continued on page 482*)

Six Points in Record Building:—

1. *Make your information selective. Do not store facts that will never be needed.*
2. *Design forms for information that will most benefit your colleagues in the management team.*
3. *Employee history cards and the register of engagements and terminations are needed right from the start.*
4. *Wage deduction slips are also essential.*
5. *As the firm grows, an application form for job-seekers should be devised.*
6. *Always use forms that can be kept up to date, accurate and readily available.*

What Makes Some Workers More Accident-Prone

By ROBERT MITCHELL

Here are the main findings of a report by the Medical Research Council on why some workers are more likely to have accidents than others. The conclusions are based on 15 years' research during which 4,000 people were tested. It seems clear that some workers will go on having accidents whatever steps are taken by management. This, of course, does not lessen the need for a vigorous safety programme.

ONE of the most interesting potential relationships in the economic success of an undertaking is the assessment of accident proneness and industrial proficiency.

The Medical Research Council has recently published a memorandum* on this subject in the form of a summary of various reports made at different times by the Industrial Health Research Board. Investigations extended over 15 years, during which nearly 4,000 people were tested and more than 30 different tests used. The object was, by discovering a possible relationship between test scores and recorded accidents, to see what measurable psychological qualities were involved in the proneness to accidents. From this could well evolve a practical method of the choice of personnel for selective jobs, particularly those involving more liability to accidents. Along with this aim, proficiency in industry was chosen as a particular study.

Groups of subjects were classed under two main headings, industrial and transport, having 22 and 7 groups respectively, totalling 4,027 people, all male except in two industrial groups of sweet-packers.

The kinds of psychological and psycho-physical tests were very varied. All except one of the sensori-motor tests were individual. An example of the kind of test used is as follows:—

> "The subject held a box of small rings in his left hand and had to take out the rings one at a time with his right hand and drop them on a vertical rod. The score was the number of rings placed on the rod in 2 minutes."

Mental and intelligence tests were given in groups. An example of this test is:—

> "Each subject had a sheet containing 6 digit numbers. He was required to underline each number containing both a 2 and a 9. The score was the number of correct underlinings in 2 minutes."

There were individual intelligence tests involving the use of simple pieces of apparatus. Other tests such as mechanical, general analytic, analogous and specific tests of nervous stability were used either applied to groups or individuals. An example may here be quoted of a test for nervous stability (steadiness):—

> "The subject was required to keep a stylus with a ball on the end inside a small rectal cup, which was continually moved automatically in an irregular manner, without it touching the sides or the bottom. The total duration of contacts between the ball and the cup during a fixed period was electrically recorded."

Handgrip and stereoscopic vision were also tested. The tests given depended on the nature of the group, especially in relation to the intelligence level and the degree of skill demanded in the occupation followed, as well as on the specific nature of the problem under investigation. Since the relationship between tests applied to different groups was complex, where it did indeed exist, the results of the examination had to be analysed in a piecemeal fashion.

It had become well known from previous records that individuals are not equally liable to the same degree of accident proneness merely because the exposure is the same. The incidence depended not merely on chance, but was affected by certain specific personal qualities. It was not enough to say that Brown was "clumsy" and Green was "careless": an attempt was made to try to measure some of these qualities which made the individual more or less likely to sustain an accident. There is an interesting point made of the difference between "accident proneness" and "accident liability".

"'Accident proneness', as thus denoted, is a narrower term than 'accident liability'. The latter includes all the factors determining accident incidence—the risks inherent in an occupation, the frequency with which periods of risk occur, etc.—and if the exposure to risk can be regarded as constant for a group of individuals, then departures from a chance distribution of accidents must be due to the differences in proneness to accidents of the individuals in the group. Further, accident proneness, where it exists, might be specific to an occupation or a group of occupations, or it might be a general factor in all occupations. If the latter could be shown to obtain, then the detection of degrees of accident proneness is obviously most important in the selection of operatives for the more dangerous occupations."

Tests on bus drivers showed that there was a slight but probably significant tendency for persons having a relatively large number of accidents in one period of exposure to have more than the average number in other periods. Where different types of accidents were concerned, there was a tendency for persons sustaining one type of accident to sustain other types—another piece of evidence of the differing personal proneness to accidents.

A detailed record of the hourly, daily and monthly incidence of accidents in one industrial transport group was kept. In this group 27 per cent of drivers had no accidents in their first year, and 27 per cent had three or more accidents. These two groups were regarded as having little proneness or special proneness respectively. The two groups were studied over the subsequent four years.

*M.R.C. Memorandum No. 31 (1955). H.M.S.O. 2s.

The graphical representation of this history shows two very interesting features. Firstly, there is a certain distinct parallelism in the curves, indicating that whatever factors influenced accident rates in different periods, they operated similarly for each group. Secondly, the specially prone group has a larger number of accidents in subsequent years than the initially less prone group. **These features show that whatever particular action externally was taken to reduce the accident rate, the specially prone group would still show a higher incidence than the "control" group.** This is confirmation of the impression that the individual "carries with him" his accident proneness, almost as an inherited characteristic.

Older And Safer

Other possible factors such as age, length of experience, sickness, etc., were also tested. Age and increasing experience cannot really be separated since the two tend to run concurrently. Usually it was found that the mean accident rate was highest in the first year and subsequently diminished. An exception to this general rule was found with Royal Air Force apprentices and naval artificers. Their accident rate increased with increasing exposure to risk. What could the factor be in this case? The memorandum suggests that the absence of penalty attached to lost time was influencing the incidence, or, at any rate, the reporting of accidents.

Very full investigations in industry generally show a progressive fall from 14 to 60 years, with a tendency for the accident rate to rise about ages 50 to 54, followed by a further fall. We can go no further than say that both youth and inexperience are operative factors. No positive relationship was discovered between accidents and the length of time lost through sickness, **but it did appear that subjects with several accidents, in all categories, tended to report sick more often than the others.**

The boot and shoe industry has often provided fertile ground for economic and socio-medical surveys. In one factory it was found that the accident rate was lowest in the temperature range 55-59 degrees F., and increased steadily above 59 degrees F. The rate also tended to rise at temperatures lower than 55 degrees F.

There is an interesting consequence mentioned of the standards enforced in reporting accidents. If the standard is strict, one would expect an increase in the overall number of accidents reported—and a decrease in the number of serious sequelae, since good initial treatment should prevent a lot of the ill consequences. Evidence on this is difficult to obtain since standards vary so considerably, but in a large confectionery factory this supposition was well borne out in fact. In three years, after a rigid reporting procedure was instituted, the mean overall accident rate rose from 0.36 to 0.53 and the serious percentage rate fell from 5.7 to 4.2 per cent.

As far as the results of test scores are concerned, where a relationship existed between groups or sections of groups, it was found that applying the scores of certain tests, those with results above the group mean had a lower accident rate than those with poorer test scores. Tests of nervous stability, indicated by changes in the electrical conductivity of the subjects' skin, were less positive, but it was established that those showing many and large changes (indicated by movements of a galvanometer mirror and photographically recorded) had a higher mean accident rate than others.

Two lots of apprentices in the engineering trade were compared, firstly, Royal Dockyard apprentices and, secondly, apprentices in the R.A.F. Both groups of similar age, intelligence and social status had been selected by government examination. There was one very important and, subsequently, significant difference between the two groups. The dockyard boys were employed purely on an industrial basis so that loss of time meant diminished wages, while the R.A.F. lads, in barrack life, suffered no financial hardness through loss of time due to accident or sickness. This gulf came into prominence as a feature of the results of the investigations, as shown in the table below.

If this table were extended to include the successive years, it would show that the accident rate for dockworkers fell in accordance with the usual industrial pattern, while that of the R.A.F. apprentices steadily rose. One point which complicated an accurate comparison of the group was that the R.A.F. included accidents in playing fields and barracks, while the dockyard apprentices' histories were solely related to work in the dockyards.

An attempt was made to test the relationship between test scores and industrial proficiency. In the case of the R.A.F. apprentices, records of proficiency were obtainable at the end of three years' training. The weighted mean coefficients for tests correlated significantly in the majority of cases.

From a further analysis, it was deduced that a closer relationship with proficiency would have been obtained by combining test scores with the entrance examination—than by using the latter alone, so that a better selection of candidates would have been made by supplementing the entrance examination with certain of the psychological tests. Within certain limits, this same selective procedure would also tend to increase industrial proficiency and reduce the accident rate at the same time.

ACCIDENT PRONENESS TEST RESULTS

Subject group	Number in group	Age mean	Mean accident rate per man per year	Mean sickness rate per man per year
			Dockyard Apprentices	
13	57	16.9	0.45	0.22
14	100	15.8	0.39	0.22
15	94	15.11	0.56	0.22
16	70	16.0	0.43	0.20
			R.A.F. Apprentices	
110	524	18.3	0.72	2.29
111	259	16.2	0.77	2.00
112	347	18.9	0.65	4.27

Safety Should Begin At School

By Dr. R. G. MEYER, M.B., B.Ch., D.P.H.

IT should be impossible, at the time when a youngster leaves school, to ascertain that he or she will exhibit accident-proneness on entering employment. It should, however, be possible to give more attention to certain factors which may influence both safe and efficient working.

In the last year at school, the pupil and his parents, in choosing a career, have the assistance, if they wish to avail themselves of it, of the head teacher, or careers master, the Youth Employment Officer, and the school medical officer. There is, however, not always full co-operation between these individuals. Adequate information is available regarding industrial opportunities in the district, and of the general intelligence and any special talents which the pupil may have shown at school. On the other hand, not enough contact with the medical officer regarding the pupil's mental and physical characteristics.

In many cases, moreover, neither the school-leaver nor his parents have any real knowledge of the working conditions in the chosen employment, apart from wages, working hours, and travelling time. Such possibilities, for example, as an eye defect, adequately corrected with glasses during school-life, being aggravated to the point of danger by close precision work, or an inherent tendency to rheumatism or respiratory ailments being influenced by continuous work in damp or dusty atmospheres, does not occur to them. The fact that a boy has been able to carry out his school activities, or even that he can pass a pre-employment medical examination, is not a guarantee that he will be able to perform his duties at work with the same degree of safety and efficiency as, and with no greater amount of sickness-absence than, the average individual.

The high standards of medical fitness required by the Armed Forces, particularly the Submarine Service and the Royal Air Force, and by drivers of locomotives and racing motor-cars, are probably realised by most people. There are, however, hazards in many other occupations, the nature and significance of which are realised only by the medical officers and personnel officers of those particular occupations.

It is obviously a waste of time, as well as a cause of much disappointment, if a boy receives further education and carries out specialised study only to find that he is entering a job in which he may be a danger to himself and others.

The number of such "misfits" is probably small in proportion to the number of juveniles entering employment each year, and pre-employment medical examinations and the various measures for the prevention of accidents do much to eliminate, or to protect the accident-prone worker, but even this small proportion should receive adequate consideration.

In the case of clerical and many other employees, there is probably little that is required beyond the appropriate educational attainments and an average state of general health. In the taking on of entrants to the chemical, engineering, instrument-making, and research occupations, or work to be carried out in arduous climatic conditions, there are many other factors to be considered; some of these factors, such as the occurrence of minor fits at an early age, or unusual fatiguability, may have demonstrated themselves during school-life and will be noted on the school medical record cards, while others, such as a familial tendency to certain ailments, will be known to the family doctor.

It would be helpful, therefore, if, in the case of those occupations which involve important although less obvious hazards, if closer, and earlier, contact were made with the school medical officer and the family doctor.

'Plugging' Safety

DRS. DOUGLAS E. WHEELER and Aram Glorig, officials of a committee established by a professional society of eye, ear, nose and throat specialists, recently told supervisory personnel of *Ryan Aeronautical Co.*, that tight-fitting ear plugs may not block out all noises, but six years of experiments have proved they do protect the ear to a marked degree.

"Furthermore, in a noisy area, it's possible to hear other sounds, such as voices, more clearly with plugs than without them", Wheeler explained. "Warnings or communications are easier to transmit to a worker wearing plugs than to one without this protection."

Dry cotton for this purpose is worthless. "It's nothing but false security", Glorig said. **(Occupational Hazards.)**

'BRITISH WARMS' CUT ACID HAZARDS

THE dangers and difficulties of handling acetic acid have prompted many firms using this material to experiment with equipment designed to reduce operator risk and handling costs. One up-to-date method is the electric heating equipment made by *Isopad Ltd.*, 30-32, Rosemont Road, London, N.W.3, who make a special drum heater which, they claim, eliminates all handling operations and thus greatly reduces the accident risk.

The most common method of reducing the viscosity of the acid is to place containers in a steam oven in which they are kept hot and removed as and when the acid is required. This entails the purchase of the acid in 50 lb. demijohns since larger containers could not be handled by an operator.

Using electric heating equipment, however, acetic acid can now be bought in 90-gallon metal drums. After rolling a drum into the workshop an electric heater is being pushed over it and switched on. When the acid has reached the required temperature, the heater is withdrawn and pushed over the next drum, while the warm acid from the first drum is pumped out by means of a vacuum line into a storage vessel above the mixing vat.

These electric surface heaters consist of a resistance wire woven into cloth made of glass fibre yarn. Normally when such heaters are fitted to a permanent installation they are provided

Acid is pumped out of one drum while the next is heated up

with a heat-insulating lagging but mobile units, such as drum heater, have the heating mantle housed in a sheet metal casing which protects it against damage. The drum heater is provided with a thermostat, its maximum rating being 7 kW., which is only used while heating up. The firm reckon the maximum operating cost is 7d. per hour, in addition to which losses due to breakages are completely eliminated.

The most important feature of the electric drum heater, however, is the greatly reduced risk of acid burns to the operator. At no point in the process does this method expose him to the liquid handled.

Do Executives Need A Liberal Education?

Training The Well-Rounded Tycoon

IN the December issue of this journal we were discussing the pressure which the increasing complexity of modern industrial life is putting on some supervisors and managers. We noticed that some technical men felt this strain particularly when they were promoted from jobs requiring purely technical skill to work which required them to be administrators and leaders as well.

Mr. D. C. Stafford, of 23, Vera Road, Birmingham, is a staunch advocate of this need to combine a more liberal education with technical training:—

"It might be held that, in general, an individual who has had a good liberal education tends to be more resilient in situations which induce a lot of tension than one with a narrower outlook but, even so, there are bound to be other personal emotional factors over which a firm can expect to have little control.

"It seems to me that in the long run the answer lies in the integration of liberal and technical education and a more realistic shaping of school curriculae to the needs of adult life."

There are signs that some firms, at least, are thinking in these terms, though relatively few colleges and universities do so. One firm sends its senior apprentices to a year's part-time course devoted entirely to the theory and practice of human relations, communications and leadership. The senior executives responsible for this firm's far-sighted policy say that they want their trainees to have a chance to practise the skills needed to deal with other people in training situations where mistakes will not matter. They say that they recognise that there is a dearth of junior leadership ability in their firm and that they are building sound foundations for twenty years hence. Another large corporation has a research team trying to determine what are the success qualities shown by its present executives. Its management believes that, when more is known about it, management can become a profession which can be taught to all their future executives to make them more uniformly successful in their jobs.

It seems to me that this approach is carrying out one of the suggestions made by Elton Mayo in his great book "The Social Problems of an Industrial Civilisation". He shows there how, in the slower moving societies of the past, apprentices unconsciously learned the social skills needed in their working life at the same time as they learned the technical skills of their trade. This was described as "getting the corners knocked off" or "learning the ropes". In our modern rapidly changing society people do not have the same chance to learn these skills naturally.

WHENCE UNDERSTANDING?

In our December 1955 issue, Discussion Leader touched lightly on the subject of arts courses for executives, in response to which we received the letter from which extracts are printed in this article. In this modern age managers obviously need social skills. Do you think then that training in the humanities can help supply these? Do you think they can develop breadth, understanding—even wisdom—in those who have to manage people. Your views on this topic are specially welcome and our usual guinea will be paid for each letter published.

The two firms I have quoted are therefore setting out consciously, as Elton Mayo suggested they should, to analyse these social skills and to teach them as a separate aspect of industrial knowledge.

University and part-time scientific courses do not yet offer their students much specific training in these social skills. As management comes to be more widely recognised as a profession, the universities will no doubt find it necessary to rethink this aspect of their educational programmes.

The job of analysing the traits which make a successful leader is, however, extremely complex. There are many different ways of leading and different situations demand different methods. This fact is fairly well recognised, but a further complicating factor is that some people, because of their temperament and character, are happiest and most effective leading in what we might call an autocratic way while others prefer a more democratic approach.

However, as management becomes a more exact science and as sound principles of industrial organisation become more widely established, action on "hunches" or by "intuition" will become less necessary: the functions of different executives in different circumstances will be better understood and so capable of being taught.

Far sighted firms are seeing this need to develop executive talent as the most pressing problem raised by the dramatic acceleration of industrial development. Do you agree that management is becoming a profession which can be taught? If so, can everyone learn it?

THE SUPERANNUATED MAN

A Matter Of Life And Death

ANOTHER member of our discussion group takes up a different aspect of this same subject. I mentioned in the December issue that the mature and balanced industrial executive is also more likely to lead a satisfactory and happy retired life for he is a man of many interests.

Mr. N. H., of North London, exemplifies this point. He has just retired at the age of 65 on a pension from a responsible administrative job. He says: "Now I intend to begin to live; so far I have been earning my living." He does not say directly what he means by "living", but he goes on to say that he intends to do what he wants to do when he wants

to do it and at the pace he likes. Living to him, in part, at least, seems to mean a chance to develop along lines he chooses without outside pressure. How different was the reaction of another busy executive who was on the point of retirement. His doctor had just told him that he would die of an incurable but relatively painless disease. He expressed a feeling of relief—far better to go that way and not to suffer "the hell of retirement".

Mr. D. C. Stafford also has an interesting contribution on the problem of preparing for retirement:—

"The satisfaction most men derive from fatherhood and from physical recreations is usually diminishing towards retirement age when children have left the family and physical capacities become more limited.

"Abrupt and unprepared retirement removes another source of satisfaction. Unless new and satisfying activities, which do not rely entirely on physical well-being, can be substituted or earlier ones can be sufficiently extended, there is obviously the danger of emotional disturbance which may have far-reaching consequences.

"If industry accepts responsibility for the well-being of the nation as a whole, then preparation of employees for modified employment or retirement is one of its tasks. It should not be expected to tackle the problem unaided."

Preparing for the time when we shall be asked to take on new responsibilities; preparing for the time when we shall retire from work—are two different aspects of a pressing modern problem. What are *your* views on this?

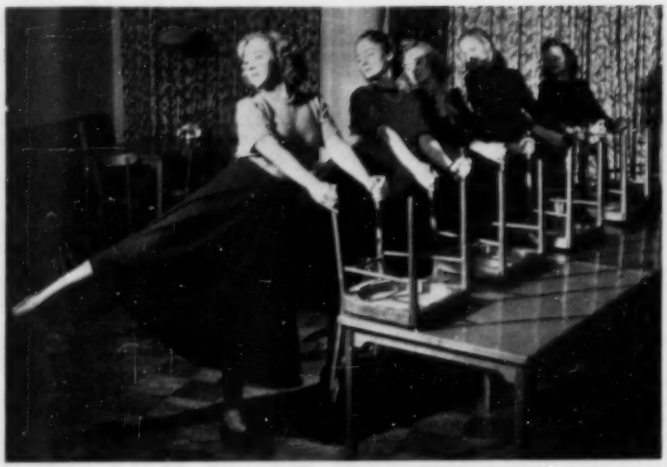
DISCUSSION LEADER

World Centre For Industrial Relations?

SUGGESTIONS for an International Labour Organisation programme to improve labour-management relations throughout the world have been submitted to I.L.O. Director General by David L. Cole, former Director of the U.S. Federal Mediation and Conciliation Service.

Mr. Cole, who heard government, employer delegates of most of the I.L.O.'s member countries debate the issue, recommends that there should be set up, in Geneva preferably, an organisation whose task it would be to administer such a programme. This centre should organise labour-management courses and seminars for nationals of many countries and sponsor meetings at which such representatives could discuss industrial safety and health, training methods, community problems, etc.

GYMNASTICS FOR INDUSTRY



Grace, rhythm, relaxation! Typists in a Stockholm office keep fit and attractive through 'Industry gymnastics'. In this job the main need is to relax fingers, shoulders and back.

The Daily Dozen Comes to the Shop Floor

By DON ANTHONY

Here is an account of an interesting experiment now in full swing in Sweden. It is an attempt to make daily exercise an attractive and convenient possibility for office and factory workers. Past experience has proved the value of such exercises and now the scheme is being organised on a national basis.

AN interesting and promising experiment now under way in Sweden covers what is known as "industry gymnastics". A special organisation to study these problems has been set up and has already succeeded in convincing many employers of the value of these exercises. Last year, for example, many thousands of office workers in Stockholm tried daily periods of gymnastics as a remedy for fatigue and irritability. Results so far show that this new idea has worked.

Relaxation through change of activity is no new idea. The golfer, for example, will witness that his occasional game rejuvenates rather than exhausts. Well chosen exercise brings different muscle groups into play and so relaxes those which are tired from repetitive work in static positions. Desk workers, in particular, are especially prone to aching joints after long periods of sedentary

work. The mind, too, can relax. Moreover, many skills in industry demand basic strength and control.

Industry poses special problems, however. Where to exercise, when, what to do? Many large factories now have spacious playing fields and sports clubs, but the problem of daily exercise remains. Those who take advantage of facilities eagerly are often those whose need is not greatest; the problem is to make *daily exercise for all* an attractive and convenient possibility. At school one finds the physical education lesson a refreshing break; after a period of enjoyable activity the child has renewed energy for the academic rigours of the classroom.* Similarly, in some factories during the last war, an investigation revealed that a daily period of physical activity made workers happier, healthier, and that production went up even though the periods of physical recreation were held in working time.

Under the Swedish scheme jobs which entail long periods of sitting, such as typing and needlework, receive special consideration. Post office workers have found special gymnastic exercises particularly beneficial. Daily gymnastics have been tried successfully even with hardy steel workers and over 35,000 women are members of the Housewives Gymnastics movement. In one large Stockholm multiple store employees are given ten minutes of working time to take part in rhythmic gymnastics to music; the exercises, led by a skilled instructor, are designed to relax those parts of the body most prone to stiffness and fatigue; thus needleworkers and typists would engage in exercises which tend to relax the fingers, shoulders and back. Attendance is voluntary and there is no age limit; sleeves are rolled up, the canteen cleared, or in good weather it's everyone out on the balcony. In buildings where poor provision is made for recreation the factory floor space is improvised.

The provision of leadership is a real problem. It is often found that the whole structure of a successful scheme depends on the personality of the group leader. Ideally the professional leader is best, but usually the tasks will fall upon the shoulders of the part-time amateur leader. This year, enlightened firms in Sweden sent selected employees for a week's course in recreative physical activities held at The National Institute of Sport, near Stockholm. The curriculum was intensive covering adult and youth psychology, teaching principles, gymnastics with and without music, sports and games. The students' wages are made up by the employers.

In France, the same problem is dealt with by a special Department of the Ministry of Sport and Youth. Workers with some gymnastic or sporting talent might attend courses for instructors from one week to three months. On return to factories, these workers try to inculcate habits of exercise among their colleagues in working time and for this work they receive the normal remuneration to which their trade entitles them. One successful French experiment consisted of several firms co-operating to appoint a pool of professional teachers of physical education to administer this work. In Scandinavia again the Folk High Schools specialising in physical education, of which there are several, train leaders for industry and community work either full-time or part-time.

The moral of this is: provision of facilities in itself is not enough. For full effect physical exercise must be pleasant, on the spot, and well presented.

In our country, there are several firms doing valuable work in this direction. *Cadbury's* is just one example. The Industrial Welfare Society, in co-operation with the Central Council of Physical Recreation, organises an annual week-end conference on the physical aspect of social welfare in industry. The British Workers' Sports Association also appears to be enjoying a rejuvenation.

We cannot have too much research in this field for our economic situation, as we all know, demands that workers shall continue to work until a greater age. The effect of exercise on longevity is a relatively unexplored problem, but many signs point to a positive correlation.

In many Scandinavian and continental countries liaison between physical recreation and medicine is excellent. Exercise is understood as a valuable "preventive" medical factor. The Institute of Occupational Health in Helsinki and the Gymnastic Theoretic Laboratories in Stockholm and Copenhagen all conduct serious research into industrial problems and the relation of physical effort to production.

In Eastern Europe, too, there is much stress on the importance of exercise in industry. Much of the revenue of trades unions is devoted to building up sports clubs and gymnastic groups.

It is somewhat difficult to appreciate that time allotted to physical exercise during working hours will result in increased production. The happy, fit, man or woman has greater endurance, greater happiness: that "energy accrues from exercise" should be understood by our industrial society searching, as it is, for every means to increase output.

*H.M.S.O. Report "Health of the School Child 1939-45".

Workers in a dress-making plant do daily jerks. Under the Stockholm scheme attendance is voluntary but there is no age limit.

How The Young German Gains His Skill

By ALEXANDER LEWIS

Here is the account of a remarkable report on the German system of training apprentices. It has been drawn up by a team from both sides of British industry who give the facts and keep comment at a minimum. There is much to admire and be gained from the German practice, particularly from the way it creates a national standard of skill. On the other hand it has built up a rigid class structure in industry which makes it almost impossible for a man from the shop floor to rise to top management.

SETTING out to examine Germany's post-war apprentice training a team from the Birmingham Productivity Association found much to emulate—and to criticise. Visiting factories, training schools, chambers of commerce, trade union headquarters, the impressions of their fortnight's tour make interesting reading, particularly as the team have limited their comments to factual reporting.* The team consisted of two representatives each of management, education and trade unions, and as such were particularly suitable to comment on the German system, which is run co-operatively by the same three groups as represented in the team.

Although Britain could gain much from adopting certain aspects of the German system the team did not recommend adoption of the system as a whole. As part of a traditional authoritarian system, it demanded high standards of discipline and subjection of social classes which would not suit the British character.

Parents, children and industry regard the period of apprenticeship, which lasts on an average for three years, as the traditional method for acquiring skill. It is considered a matter of honour to become a skilled man and this accounts for the readiness with which a contract of appreticeship is entered into. The apprentice willingly agrees to being bound over to one firm—with but little financial return—for the period of his training in the knowledge that it will "pay off" later, both socially and economically. When the 60 per cent of boys and 40 per cent of girls in the population who enter the type of industrial apprenticeship best suited to them (skilled, semi-skilled or unskilled in the vocation of their choice) they know that they are destined to remain in that type of job, and the social class it involves, for the remainder of their lives.

The chances of an apprentice reaching a promotional grade higher than foreman are, generally speaking, rare. Firms recruit their technicians from Technical Colleges and their management personnel from High Schools and Universities. Only in the mining industry is the "ladder technique" used.

The high percentage of school-leavers who take up apprenticeships is some measure of the importance and prestige attached to a skilled vocation. This is supported by the sacrifices parents are prepared to make to enable sons and daughters to follow an apprenticeship. And some of the larger industrial concerns receive more applications for apprenticeships from the children of employees than they can normally accept.

Employers in industrial undertakings spare no money in providing training facilities for apprentices, either in practical workshop schools or in "apprentice corners" in the works. Those firms too small to run their own training schemes join with others to provide communal training schemes. **These communal centres impressed the team as one of the strongest points of the scheme which could well be adopted in this country.**

A National Standard

More important still than the communal training schemes is the fact that the German scheme, by the standardisation of training and examinations throughout the country, has created a national standard of skill. There is an agreed trade specification for each vocation and a practical proficiency test, accompanied by written and oral tests, for the award of a skilled worker's certificate. Having completed his training the apprentice is not expected to stay at the firm which has provided the training, as in this country, but he can gain employment, with his recognised qualifications, anywhere in the country. Being more mobile, the worker tends to feel more secure than he does here where an apprentice is taught one firm's particular methods.

It is inherent in the German system that every effort should be made to advise school-leavers about their future vocations, to test them for their fitness and aptitude for particular vocations and to conduct follow-up enquiries to ensure that they are in harmony with and suitable for, the vocation they enter. Manual dexterity, intelligence, medical fitness and character are all included in the tests for fitness and suitability carried out by the vocational guidance centres of local labour offices. Representatives of employers and trade unions give freely of their time as members of examining commissions, in commissions set up to prepare new trade specifications, in apprentices' welfare work and so on.

Apprenticeship places obligations on the employers, the parents and the apprentices themselves which must be fulfilled. Employers enter into formal agreements with apprentices which are supervised by the trade unions and to which parents are signatories. If an apprentice fails to pass the final examinations, the fault is thought to lie with the employer for having provided training below the specified standard. In many such cases the firm is sued for breach of contract. This obligation on the part of the employer to maintain his training standards was another of the features of the scheme which the team felt worth copying.

(*Continued on page 482*)

*"Gaining Skill . . .", A Report of an Investigation into the Training of Industrial Apprentices in Western Germany. Birmingham Productivity Association, 57 pp. 7s. 6d.

People At Work

Birmingham Sets Example

A FESTIVAL of films and talks on careers for grammar, technical and commercial school pupils, arranged by the Youth Employment Sub-committee of Birmingham Education Committee, was held at Birmingham University between January 2 and 5. As well as giving guidance on the selection of careers, the festival, at which parents were welcomed, outlined the facilities offered school-leavers by the Youth Employment Service.

The programme included talks on 23 careers, 14 of them illustrated with films, beginning with physics and secretarial work and ending with a session covering the branches of the Armed Forces. Several prominent members of the various professions and careers to be dealt with volunteered their services.

Labour Problems

ANTI-INFLATIONARY measures taken by some countries in Western Europe do not seem to have had a detrimental influence on the level of employment states an O.E.E.C. Report* which surveys recent trends in the labour market in member countries.

The Report draws attention to certain features of a more or less permanent nature which present particular interest from the standpoint of future policy. These are:—

(1) Western Europe as a whole still has a substantial amount of available manpower not effectively employed.

(2) The proportion of the active population employed in agriculture remains high, but varies greatly from country to country. The number occupied in agriculture tends, in all countries, to drop as a result of technological developments.

(3) Although migration statistics are imperfect, it is clear that movements overseas in the recent past are substantially less than those occurring at certain earlier periods such as the two decades preceding the first world war.

(4) There is a continuing general scarcity of some types of skilled labour, particularly in the building industry, agriculture and engineering.

(5) There is a tendency for the labour market to be less immediately and drastically affected than in the past by changes in the economic climate.

*Trend of the Labour Market in Member Countries in recent years. O.E.E.C.

Music While You Phone

A new telephone exchange, which will complete calls in one-millionth of a second and which will probably replace telephone bells with musical tones, is to be tested by the Illinois Bell Telephone Company. The exchange is expected to be put into operation within the next two or three years and is expected to be the forerunner of new telephone systems throughout the world.

Indignant Teachers

TEACHERS throughout the country have been meeting very frequently during the last months. At one meeting in Manchester during January they considered education in relation to industry. One delegate was against pandering too much to the behests of industry. To train the children to have "a right attitude to life and to work" was more important. Recently she had been appalled at the suggestion that schools should teach accident prevention in factories. "Why should they pass the buck to us? Why can't they do their own teaching?" she asked.

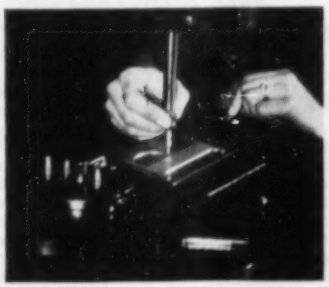
Miss M. A. Stewart, of the executive of the National Union of Teachers, suggested a closer contact between schools and industry. Links between the technical colleges and industry were strong, but schools were less well served. "Industry must spend money to provide facilities to make sure that those who leave school are capable of taking technical college courses."

Revolt

ABOUT 20,000 of Delhi's 100,000 domestic servants have formed themselves into a union and have elected as their chairman a Congress member of Delhi's Legislative Assembly. They are demanding a living wage, an 11-hour working day, a weekly day off and a fortnight's holiday with pay each year.

Taking Pride

A NEW colour film with the focus on their workers' skill has been made for the *Monotype Corporation Ltd.* by *Peak Films*. Under the title "Making Sure" the camera tours the *Corporation's* factory at Surrey taking in such varied aspects of the firm's life as the testing laboratory, the canteen which provides 1,300 lunches daily and the works brass band.



One of the skilled jobs shown in the *Monotype* film is that of an operator cutting a punch.

Emphasis is, of course, on the machine shops, tool rooms, assembly and inspection departments and the like, while Part II of the film concentrates on type faces in the making. Here, the camera brings out the human skill as well as the precision machining involved in the production of the raised patterns. Such processes, say the firm, "are made far more clear and intelligible than they would be likely to seem to any visitor actually touring the factory".

Wishful Ski-ing

HOW to teach ski-ing with no snow and no skis was recently demonstrated at Bournville by Mr. Adrian Cadbury, himself a ski-ing and rowing blue. He gave lessons to 25 members of the Bournville Youth Club and Girls' Athletic Club (ages 18 to 24) before they left on January 13 for a fortnight's winter sports in Switzerland.

Leader of the girls' team was Miss Elizabeth Burlingham, joint-secretary of the Girls' Athletic Club and organiser of the Winter Charm School at Bournville (*see this journal, May, 1955, page 574*). The party stayed at a youth hostel so the cost was only £25 per head.

Professional Conduct?

THE following was the reply received by a Surrey reader in reply to an application he made for a job:—

Personnel Manager

The Advertiser apologises for the delay in dealing with your application in reply to his advertisement. He thanks you for the interest you have shown in writing, and regrets to inform you that the vacancy has now been filled.

The Surrey reader comments:

"As a matter of interest I am sending the attached slip as an instance of the low level of "professional" conduct at which some firms operate.

To be ignored altogether is bad enough, to have one's application handed over to the office boy or junior typist for action is, as far as I am concerned, the last word in ignorance.

The great puzzle to me is not the reason for secrecy so much as why they bothered to put a 2½d. stamp upon the envelope.

I trust you will appreciate that my attitude to this does not stem from disappointment at being one of the many but from the fact that in all my executive experience I have never failed to answer a letter, even when it has been a case of referring the matter to a third person."

MANAGEMENT BOOKSHELF

PUTTING IT OVER

Teaching Management: A Practical Handbook with Special Reference to the Case Study Method. *By Harry Newman, B.A., and D. M. Sidney, B.A. Routledge & Kegan Paul Ltd. 274 pp, price 15s.*

THE art of teaching adult groups is, in many ways, much more exacting than that of teaching undergraduate students. There are usually a greater variety of intellectual levels: the groups are less homogeneous mentally. There is almost invariably a greater variety of outlook. Students are sacrificing scanty leisure in order to learn something which they hope will be useful to them. They demand more of their teachers and are less inclined to tolerate instruction which is deficient in sympathy or in the arts o communication.

This book is written by two men with special experience of teaching management subjects under both British and American conditions. Its simple statement of methods which they have found successful, and those they have found less successful, in this type of teaching cannot fail to be of great help to both teachers and students of management.

STUDYING WORK

Outline of Work Study—Part II: Method Study. *British Institute of Management. 72 pp,* price *7s. 6d.*

WORK study is the application of detailed analysis to work. It is concerned with improving the effectiveness with which work is done. The term embraces two interdependent and inseparable groups of techniques—method study and work measurement. An introduction to the subject was published some years ago and now the B.I.M. has produced a volume devoted to method study. A third volume on work measurement will be published next year.

The book shows how the principles of method study can be applied as effectively to the typing of a letter as to an operation on the shop floor. One of the most important features of method study training, states the Preface, is the attitude of mind that it generates. After reading this book, a manager may well walk through his works and see some of his operations in an entirely new light. In view of the old saying that science is largely organised common sense, it is for every firm, however large or small, to approach the subject from a commonsense point of view and to take from the book whatever methods, ideas or procedures are likely to be useful to them.

THE HUMAN IMPLICATIONS OF WORK STUDY is the title of a booklet published last month at 2s. 6d. by the Industrial Welfare Society. Mr. Winston Clewes, the author, asks the all-important question: "What does work study do to people?"

Work study, he asserts, should be a means of increasing productivity to the highest level. But "highest productivity" is what people could do *if they liked.* He goes on to say that the long-term results of work study today are not particularly successful. What people do is governed by what they think and even more by what they feel.

Given an adequate level of earnings, claims the author, the size of the pay packet comes low in the list of factors effecting the working climate. The quality most needed when introducing work study is patience—always assuming that honesty and sincerity are there already. One must be prepared, he says, not only for apathy, but for what apathy probably masks, that is to say, suspicion.

WORKS CAFETERIAS

Policy, Premises and Equipment. *By Winifred McCullough. I.W.S. 3s.*

WE call them canteens. The Americans call them cafeterias. Are they so much better than ours?

Writing in a new I.W.S. publication on restaurants inside American factories, Winifred McCullough, Senior Canteens Adviser to the Industrial Welfare Society, says American cafeterias are "to feed people who are used to eating well and who have the money to do so". "We built our canteens in times of stress and poverty to feed people quickly, cheaply and simply."

Policy, Premises and Equipment is the first of a series of three booklets planned to give British canteen managers the benefit of Miss McCullough's discoveries and comparisons during her ten-week tour of the United States. This first booklet, in addition to a wealth of new ideas, contains an illustrated list of labour-saving devices in use in American kitchens. Altogether the booklet contains 26 illustrations. Above all, there is its extreme readability.

SELF-ANALYSES

Self-Portrait of Youth. *By G. W. Jordan and M. Fisher. William Heinemann. 176 pp, price 12s. 6d.*

WHAT do the youth of to-day think about themselves? The authors, who run an evening institute for young people between the ages of 14 and 21, attempt an answer by having gained the confidence and co-operation of a few selected young people. These youngsters reported on many of the facets of adolescent life usually withheld from adults.

The members of the institute take up the challenge that the youth of to-day is ill-mannered, criminal, violent and vicious and tell us what they really think and feel in their own words. The authors believe that there is considerable hope for the present younger generation and show how they have attempted to bring education and culture to the mass of young people who have left school behind. The information collected in this book should be of great value to parents, teachers, employers, social workers, industrialists and personnel officers.

HOW TO SHARE

Profit Sharing for Small Business. *By J. J. Jehring. Profit Sharing Research Foundation,* $1.00.

A NEW research publication designed especially for the owners of small businesses (less than 100 employees) has just been released by the Profit Sharing Research Foundation of Illinois.

The study is based on information gathered from 78 small businesses which have been practising various forms of profit sharing for a number of years.

The 64-page booklet is specially designed to be helpful to the owners of small companies who would like to consider the possibilities of gaining some of the benefits, such as better employee relations, increased production or lower employee turnover, which result from installing successful profit sharing plans. It is written in such a fashion that an employer will be able to find ready information that will help him to answer questions that occur to him at each step in planning the installation of profit sharing.

It contains a sample deferred profit sharing plan, formulas from 21 successful cash, deferred, or combination profit sharing plans, and a special check list against which deferred profit sharing plans may be checked.

ORGANISED LEISURE

Industrial Recreation: A Guide to its Organisation and Administration. *By Jackson M. Anderson, McGraw-Hill. 304 pp, price 37s. 6d.*

A GROWING recognition of the fundamental importance of recreation in the life of the industrial worker is evidenced by the increasing number of business and industrial organisations which have inaugurated employee recreation programmes recently. The author has written this book to assist industries in the organisation and administration of such programmes. It deals with recommended principles and policies, specific programme activities, administration, finance, inter-company industrial recreation associations and evaluation.

Catering Trends in 1955

By WINIFRED McCULLOUGH

Senior Canteens Adviser, Industrial Welfare Society.

EMPLOYEE food services found in 1955 a year of change, a year of challenge, a difficult year, but one that may well set the pattern for many years to come.

One thousand nine hundred and fifty-four saw the final and absolute end of rationing, so that 1955 was the first complete year without restrictions since 1941. At last menus could be planned and recipes worked out without consideration of food shortages, use of substitutes or patriotic appeals to save this or make full use of that.

But this freedom had its own problems. Food costs soared as caterers and cooks threw off restraint and dug into their pre-war memories for sweets and sauces, soups and entrées richer and more varied than the price structure of the average canteen would allow.

Outside the factory gates, cafés, and chip shops, snack bars and pastry-cooks competed for trade that in former days belonged without question to the canteens. Wives and mothers began again to buy cut sandwiches and fill thermos flasks.

Wages

Wages of canteen operatives, of cooks, supervisors and counter hands rose steadily throughout the country. Catering is not a well-paid trade and industrial catering made its appeal during the war and post-war period largely to middle-aged and elderly persons, to the married women and to widows. Young entrants were comparatively few, and, as the elderly retired, greater inducements had to be offered to attract the right type of worker. This is a good thing. Canteen assistants should be healthy, intelligent, responsible workers, and canteen supervisors need to be people of good education, training and experience.

Trading

The combination of higher food standards and higher wages rates—good and desirable as both may be—had a disquieting effect on the trading accounts of many canteens in the first quarter of the year. Food prices, too, continued to rise, not so steeply as in previous years, but sufficiently to show very definitely on every balance sheet. In the second and third quarters of 1955, therefore, many firms were faced with the question: What shall we do about the canteen loss? Cut down variety, quality or size of portions? Put up prices? Increase the subsidy?

Prices

It would be fair to say that 90 per cent of all canteens have in fact put up some or all of their prices throughout the year. Averages are dangerous things to quote, but by the end of 1955 the following prices in industrial self-service canteens were general:

Main Meal (meat or fish and two vegetables)	1/3—1/6
Sweets	4d.—6d.
Meat sandwich (whole round)	10d.—1/2
Tea (per cup)	2d.
Cakes (according to type) ..	2d.—6d.

There has been a very marked tendency to break away from the fixed price two-course canteen meal and to offer instead a menu on which each item has been separately priced.

With the end of 1954 leaving Great Britain completely free from rationing, there seemed nothing to hold caterers back from providing hitherto undreamed-of menus and services. But, as 1955 progressed, drawbacks such as rising prices and wages, and restricted budgets made themselves apparent. On the other hand, the wider variety of foods available permitted greater adventure in meal planning which, in the main, were appreciated by those served.

Many canteens have taken a leaf from the commercial caterers' book and vary prices of such things as fish, salads, fruit, vegetables where market prices vary. This has proved successful where it has been given a fair trial. It releases the canteen from the necessity to serve only the less expensive dishes and it makes possible the "special" dish at a higher price, which is a welcome break from the usual menu.

Building Up Custom

Some firms have felt the falling off of custom for main meals to be quite a serious retrograde step. Employers, anxious that people should eat well at work, were not satisfied when the canteen turnover may be built up by cakes, sweets, soft drinks, sandwiches and ice-cream.

Many things were tried, with varied success, to sell more cooked dinners. The works magazine was used to tell wives how good the meal is . . . and how cheap. . . . Weekly books of tickets were sold at a reduced rate. Wives and mothers are invited to inspect the canteen in parties of twenty and take tea with the canteen manager.

But in many cases the main meal performance does continue to fall. Factories in towns or in districts where many workers could cycle home served a cooked meal at midday to about 20 per cent of all employees. Country factories and those where workers travelled from a distance served a cooked meal to about 30 per cent.

The Popular Snack

The sale of snacks such as egg and chips, hot dogs, beans on toast, potato pie, pie and chips, increased almost everywhere. Freshly baked rolls and filled with varied meats and salads, these, too, sold well. But sandwiches were not so popular as in former years.

Sales of tea were better on the whole than in 1954. Well-made tea served hot sells as freely at 2d. per cup as it once did at a penny. If a generalisation can be ventured, it is that where tea is bad it sells badly at any price. Where it is good, a price increase has done little but temporary harm.

Competitive Buying

For the first time since 1939 buying was wholly competitive. Except for a few staples every commodity could be selected from a range of prices and qualities. The manager of a small canteen had, for the first time, an opportunity to show his skill in buying. Quite considerable differences in the canteen's gross profit have been shown simply by careful and competitive buying.

Kitchen Planning

Many firms have re-planned their canteen kitchens with the intention of making them easier to work and more capable of being run hygienically. Tea-making equipment received special attention in many cases and dish and cup-washing machines have been installed in units far smaller than would previously have utilised them. A noticeable and welcome improvement has been in storage facilities. Movable shelving in the middle of the floor instead of against walls, really good stillage, bins on wheels, adequate cooling, ventilation and lighting are typical examples of improvements made.

Staff Cloakrooms

Another place where improvement was undertaken by many firms are the cloakrooms, toilets and changing rooms used by canteen staff. It was realised that if there are good standards and easily accessible accommodation, hygiene will be far more likely to be maintained.

THESE NEW FOOD REGULATIONS WILL AFFECT CANTEENS

NEW regulations,* many of which came into force on January 1, 1956, add a number of new provisions to existing regulations in respect of the hygienic handling of food and the construction and maintenance of premises, stalls, vehicles, etc., where food is handled. They apply to canteens, clubs, schools, hospitals, restaurants, etc., but do not apply to slaughterhouses and cold stores or to a number of other types of premises (e.g., dock premises, warehouses, carriers' premises) except in so far as activities such as staff canteens or retail shops, etc., may be carried on there.

Laid down in the regulations are the standards required before certificates can be granted to food premises by local authorities. They deal with (1) the cleanliness of the food premises and stalls, etc., and of apparatus and equipment, (2) the hygienic handling of food, (3) the cleanliness of persons engaged in the handling of food and of their clothing, and the action to be taken where they suffer from, or are carriers of, certain infections, (4) the construction of food premises, the repair and maintenance of food premises, stalls, vehicles, etc., and the facilities to be provided, and (5) the temperature at which certain foods that are particularly liable to transmit disease are to be kept in food premises.

For the purpose of the regulations a person is deemed to engage in the handling of food if, for the purpose of the food business, he carries out or assists in the carrying out of any process or operation in the sale of food or in the preparation, transport, storage, packaging, wrapping, exposure for sale, service or delivery of food.

Food must be protected from risk of contamination and must not be placed in any forecourt, yard, market or stall lower than eighteen inches from the ground unless adequately protected. Insanitary premises are prohibited and sinks and washbasins must be provided with adequate supplies of hot and cold water. Sanitary conveniences must not communicate directly with any room in which open food is handled or where the cleaning of equipment for this purposes takes place.

Articles and equipment with which food may come into contact must be so constructed and maintained that they can be thoroughly cleaned. Food handlers must keep all parts of their person or clothing, including overalls, as clean as may reasonably be practical. Any open cut or abrasion must be kept covered with a suitable waterproof dressing. Smoking or the use of tobacco while handling unwrapped food is prohibited and spitting is forbidden. First aid materials must be provided in an easily accessible position and accommodation must be provided, other than in the room where food is handled, for clothing and footwear not worn during working hours of the persons engaged in those premises.

Light and Air

Adequate ventilation and lighting is now required and the temperature at which food is kept must not be higher than that at which contamination is possible. Such food as made-up dishes and pre-cooked foods which provide a good medium for the transmission of disease must, unless exposed for sale, be kept at a temperature of not less than 145°F. until it is served for immediate consumption or, if the temperature is brought or allowed to fall to less than 145°F., be cooled to a temperature below 50°F., under hygienic conditions, as quickly as is reasonably practicable and kept at that temperature until it is served or reheated for service. Newspaper (except as an outer wrapper) is prohibited from being used for the wrapping of all food other than uncooked vegetables.

These regulations are made under the Food and Drugs Amendment Act, 1954, and the Consolidated Food and Drugs Act, 1955. Most of them came into force on January 1, but some of the provisions, which may involve alterations to premises or equipment or changes in established trade practices, are postponed until July 1, 1956.

Local authorities are authorised to enforce these regulations and also to grant exemption in certain cases. Appeals may be made to magistrates against the refusal or withdrawal of a certificate. Penalties for the infringement of these regulations reach a maximum of a £100 fine or three months' imprisonment, or both—with £5 for each day the offence continues after conviction.

*Statutory Instrument 1955 No. 1906. The Food Hygiene Regulations, 1955. *H.M.S.O.* 6d.

CANTEEN ADVICE BUREAU

Is an industrial canteen subject to the provisions of the Factories Act, 1937? (V. A. B., Bolton.)

AN interesting piece of litigation which answers this very question was that of Luttman *v. Imperial Chemical Industries Ltd.* (Liverpool Assizes, June 16, 1955.)

The plaintiff, a woman cleaner employed by the defendant company, was working at a canteen used for feeding and entertaining persons employed at the defendants' factory. The canteen was within the precincts of the general factory premises which were admitted to be subject to the Factories Act.

In the course of her employment the plaintiff went down a staircase leading to the basement to put away her cleaning materials; she was carrying a bucket and mop and as she descended the staircase, she slipped and hurt herself. There was no handrail at the staircase.

The plaintiff claimed damages for breach of statutory duties under Section 25 (2) of the Factories Act, 1937, which says: "For every staircase in a building or affording a means of exit from a building, a substantial hand-rail shall be provided and maintained. . . ." She also alleged that the premises were not properly lit (Section 5) and that the staircase did not provide a safe means of access (Section 26) and that the defendants were negligent in failing to provide and maintain a safe working place for her.

The defendants contended that the canteen was not part of the factory; Section 151 (6) provides: "Where a place situate within the close, curtilage, or precincts forming a factory is solely used for some purpose other than the processes carried on in the factory, that place shall not be deemed to form part of the factory for the purposes of this Act, but shall, if otherwise it would be a factory, be deemed to be a separate factory."

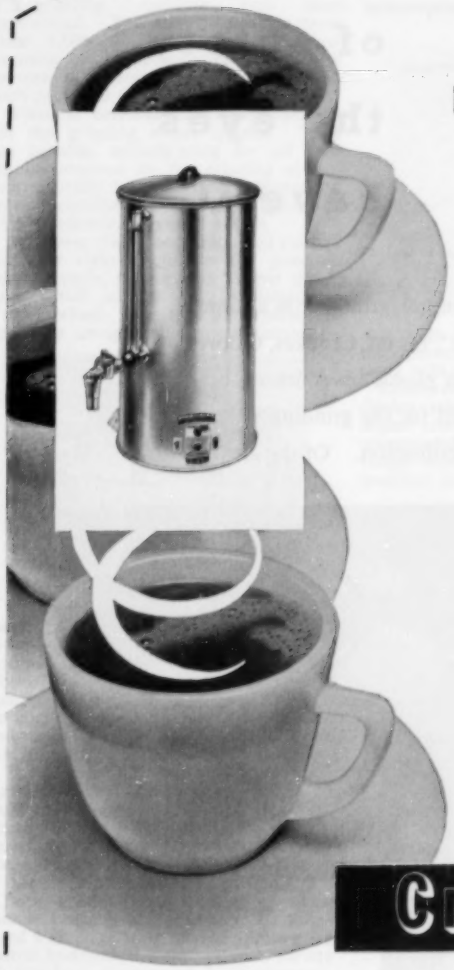
Plaintiff held that the canteen was part of the factory, not being solely used for some purpose other than a process carried on in the factory. The use of the canteen for feeding and entertaining the people working in the factory was a purpose incidental to the processes of manufacture carried on in the factory.

His Lordship held that there was a breach of Section 25 (2), but not of Section 5 or Section 26, and there was no negligence by the defendants. Damages of £220 were awarded to the plaintiff.

the NEW stainless steel

Creda

bulk water boiler



for a good cup of tea every time

For a quantity of cups of tea at a given time there is nothing to equal a bulk water boiler. Overboiled water goes 'flat' —makes bad tea. The Creda bulk water boiler brings the water to the boil in about 30 minutes from switching on. Immediately boiling point is reached warning is given and if the tea cannot be made immediately the boiler can be turned down as required by a regulator; then when the tea can be made just turn the simmerstat back to full-on and the water boils again immediately. The Creda bulk water boiler is made in 3, 6 and 10 gallon capacities. It is constructed throughout in polished stainless steel, non-contaminating, **needing no annual re-tinning.** A really visible gauge glass with marker shows the water level at a glance; an automatic cut-out prevents the urn from boiling dry and from damage if switched on empty. Complete with full bore draw-off tap set at correct height and projection for filling teapots and multipots

Creda bulk water boilers

Made by the House of Simplex

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A (71) COMPANY

Simplex Electric Co Ltd Creda Works Blythe Bridge Staffs

when it's a question of safety the eyes have it

Complete protection for the eyes, when welding or grinding, is afforded by these 'Pulsafe' goggles. The Chance 'Protex', Protal, Crookes, Calorex or Blue lenses are proofed against pitting with plastic cover lenses, both inside and out. 'Triplex' safety lenses are used for the grinding version. The eyecups are of Nylon and unaffected by sterilisation. Of the greatest importance is the absolute comfort for the wearer with eye-cups made to conform to the face contours and only the broad rolled edges contacting the skin. Other features are adjustable nose-bridge, and all metal parts anodised against corrosion.

Weight of complete goggles is 3 ozs.

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We will gladly send you a specimen of this product for your examination.

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P. 1477

New Industrial Equipment

EXECUTIVES' SURVEY OF AIDS TO INCREASED PRODUCTION

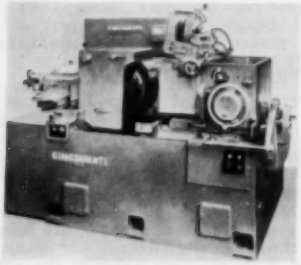
Efficiency Aids

NEW GRINDER

A COMPLETELY new centreless grinding machine has been announced. The new machine is more than 1,000 lb. heavier than its predecessor and incorporates many new features of interest to everyone concerned with precision grinding.

Filmatic bearings have been retained for the grinding wheel spindle. They are reliable, self-adjusting for all conditions imposed by the grinding action; automatically lubricated with filtered oil from a circulating system, and protected with an electrical pressure switch.

A "lower slide" unit, mounted on bed ways at right angles to the grinding wheel spindle, supports an "upper slide" unit which carries the regulating or "feed" wheel. This type of construction simplifies set-ups and sizing adjustments,



because the workrest is mounted on the lower slide, where it can be readily positioned in proper relation to the two wheels. Way bearing surfaces are well guarded to exclude grit and cutting fluid. To compensate for slight errors in truing and/or set up, the entire regulating wheel pile may be swivelled slightly on the bed.

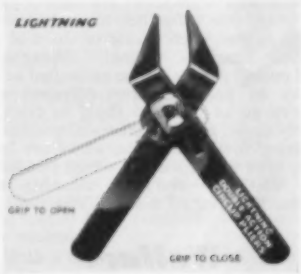
The regulating wheel is driven by a built-in 1½ h.p. motor, through a back gear combination and a wide V-belt. Speed changes are accomplished with variable pitch sheaves, handwheel selected and indicated on a large tachometer dial at the operator's working position.

Both grinding and regulating wheel spindle bearings are automatically lubricated with circulating filtered oil from the central hydraulic system. A wide variety of standard fixtures and attachments, all of improved design, are available.

(PM/1060.)

LIGHTNING PLIERS

NEW double action angled circlip pliers are completely self-contained, with no bits to change or lose. Completely unbreakable, but tempered to the maximum degree of flexibility, they allow the operator to effect his own modifications with a sharp file and/or hacksaw.

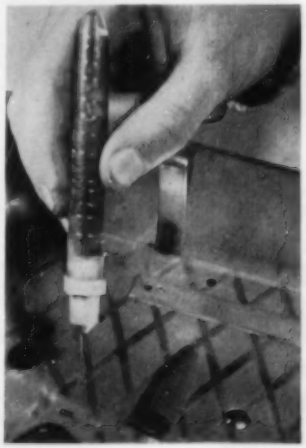


Conversion from opening position to closing takes only one second. Right-angled control of the circlip provides an unrestricted view and provides absolute visual control in the most awkward insertion or removal conditions.

(PM/1061.)

OIL PEN

SIMPLICITY itself is the keynote of this oil pen. Made of transparent amber-coloured oil-proof plastic, it consists of a rigid body fitted with a nozzle of flexible material through which a spring loaded metering valve protrudes. A long pointer is moulded integrally with this valve and if the pointer is pressed downwards against a firm surface an annular aperture is opened at the nozzle, through which, according to the distance and speed of movement imparted to the pointer into the pen, one or more drops of oil will flow down the outside of the pointer.



The spot to be oiled, if it is not the one on which the pointer is already depressed, can then be touched with the top of the pointer and oil thereby applied to it. The pen, supplied empty, is filled by unscrewing the nozzle, pouring in oil of the user's choice and replacing the nozzle. As the pen is transparent there is no danger of overfilling.

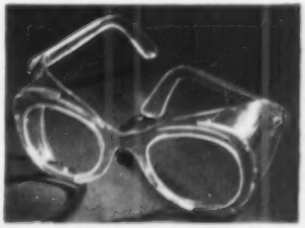
A cap is supplied so that, if surplus oil is wiped off the pointer after use, the pen can be carried safely in the pocket.

(PM/1062.)

Safety

NON-MISTING GOGGLE

THE new Panorama toughened glass spectacle consists of a transparent plastic frame and toughened Triplex glass



lens with very high impact resistance. All-round protection is provided by built-in side shields incorporating perfect three-point ventilation—specially designed to prevent misting. It is light-weight and comfortable to wear, yet strong. Its collapsible sidearms are adjustable to fit any normal head and it is therefore only made in one size. Fitting easily into a pocket it can be worn over most types of ordinary spectacles. **(PM/1063.)**

NUCLEAR FIRE DETECTOR

NEW to the commercial market this revolutionary type of fire prevention works on the principle of nuclear detection. The activating source of the Minerva detector is a particle of radio-active

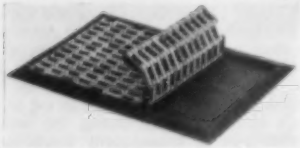
Readers who wish to know the suppliers of any of the products referred to in this section are asked to write to the Editor, quoting the reference number which appears at the end of the paragraph. We are always glad to consider for publication descriptions — preferably accompanied by an illustration suitable for reproduction—of new products.

material with a theoretical life of more than 1,000 years. It instantly detects the first trace of smoke from any smouldering material, long before any heat is generated. Only one Minerva detector is required for a room or for every 1,000 sq. ft. of floor area and no current is consumed while the detector is on guard.

Installation is possible in existing buildings and the company providing the equipment provide a complete fire detection service, undertaking the survey, commissioning and routine inspection of the equipment. The detectors and control units are available for sale or for hire. **(PM/1064.)**

LINKED MATS

WIPER link assembly is the feature of this effective new Beatall mat. Flexible rubber links are woven into the mat which is assembled on spring

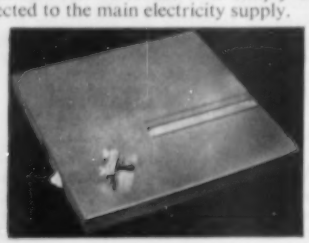


galvanised resisting wire. Suitable for both indoor and outdoor use the Beatall is guaranteed for ten years. It is strong, hard-wearing and comfortable. **(PM/1065.)**

Packaging

HEAT SEALER

A DEVICE, suitable for packaging goods from frozen foods to chemists' goods, is now being made which both cuts costs and increases the speed of hand wrapping. Designed for use with cellophane this wrapping aid is made of sheet metal with the top finished in dull chrome. There are hand-holds on two sides for easy lifting to and from a working bench. A longitudinal heater bar 14 in. long is set flush with the surface and the heat is automatically controlled. At a convenient angle to one side is an end sealer, approximately 3¼ in. by ¾ in. The heater bar is attached by wing nuts and can be adjusted, up or down, to suit the size of pack. Just in front of the longitudinal heater bar is a narrow slot: this simple device allows packs to be sleeve-wrapped and a longitudinal seal made without their being turned over. For use it is simply connected to the main electricity supply.



By eliminating cumbersome hand-wrapping this wrapping aid both increases output, efficiency and the appearance of the package. **(PM/1066.)**

ALL-PURPOSE SACKS

A CHALLENGE to jute and other fabric sacks is the new type of multiwall sacks made of kraft paper. One manufacturer claims that their "Palfsacks" can be used for products of a wide variety, ranging from dried milk to detergents and including fertilisers, feeding stuffs, mattress covers, chemicals and powdered and semi-solid goods of all kinds.

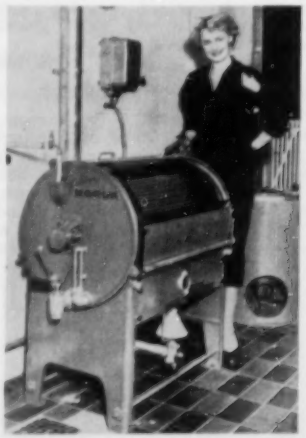
Multiwall "Palfsacks" are made of up to six plies, fitted together to form several sacks in one, each taking its share of the strain. Specially treated, impregnated and coated papers can be embodied in the sacks to guard against differing conditions so as to allow them to carry in safety moist, active or greasy commodities.

Being low in cost the sacks are used only once and discarded which eliminates the cost of returning, cleaning and accounting of used sacks. **(PM/1067.)**

Welfare

MINIATURE LAUNDRY

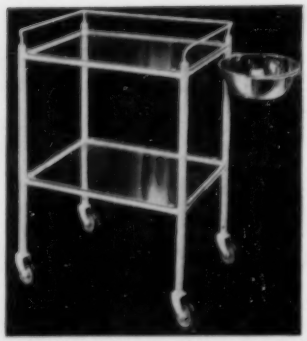
EQUIPMENT just introduced into the English market should be ideal for those with moderate laundry problems. It consists of three machines: a washing



machine to handle up to 35 lb. of dry laundry per charge, a hydro extractor and an ironing machine. Taking up very little floor space it is pleasant in appearance (in our illustration the washing machine is in front and extractor behind the demonstrator) and offers economy and better service to those requiring a regular supply of clean laundry. **(PM/1068.)**

FIRST AID TROLLEY

A NEW product from Remploy Limited, the Government sponsored organisation for giving employment to



severely disabled men and women, is this instrument and dressing trolley.

The main frame is in 1 in. steel tubing with ¾ in. cross members, all electrically welded. It has a fixed guard rail, swivel bowl fitting which is detachable, stainless steel bowl and toughened or plateglass shelves. The Flexello castors are non-static. The trolley can be supplied in sizes ranging from 18 in. × 18 in. to 36 in. × 18 in.

Here is an ideal trolley for the factory first aid section, for hospital use, casualty departments, surgeries and theatres. **(PM/1069.)**

Canteen

REFRIGERATED SERVERY

THE Lightfoot refrigeration unit is the first of its kind in this country and is particularly suitable for cafeterias serving salads, sandwiches, fruits, etc. At the front its glass doors, 10 in. high, allow convenient passage of plates at the customer's selection. The doors, set at a slight backward angle, are framed in chrome-plated steel, rubber insulated with a large hinge running the entire length of the door at the top; these features ensure that the doors close completely, leaving no apertures.

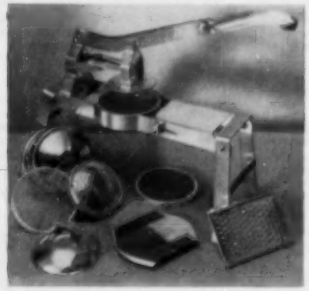
All the customer has to do is select his dish, lift the glass door, let go of the small handle in the front and the door returns to its frame. The food in the counter is then kept fresh and completely free from fly-infestation. Although refrigerated to a temperature of about 40°F., there is no condensation whatsoever and the food can be seen clearly, illumination being provided by a 40 watt. fluorescent tube housed in the recess at the top of the counter. A stainless steel working shelf at the rear allows dishes to be prepared and inserted through

insulated doors at the back of the display section.

Apart from a general storage section the self-service display unit has a capacity of 12 cubic feet, and the overall measurements are 6 ft. by 4 ft. 2 ins. **(PM/1070.)**

KITCHEN LABOUR SAVER

CLAIMED as the only machine to cut varying sizes of chips, the Auto-Chef also mashes potatoes, cores apples, grates, slices, shreds, squeezes fruit and stones cherries, etc. It does all these things by means of nine separate attachments which are supplied with the



machine. The Auto-Chef is heavily tinned, hygienic, rustproof and washing takes one minute. It should be a valuable addition to small canteens. **(PM/1071.)**

NON-STICK DOUGH MOULDER

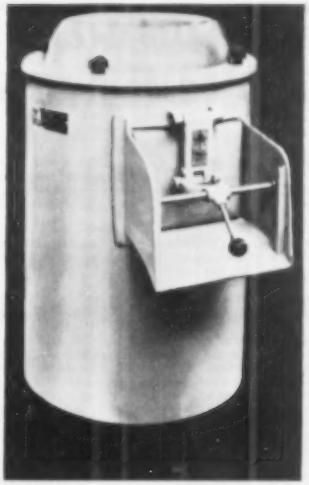
ROLLERS covered with non-stick plastic are the feature of a new dough moulder. Made to handle continuously dough pieces weighing from 1 oz. to 4 lb., it works silently and moulds all types of dough. It has a gentle action and does not require air blowing or dusting powder.

The dough passes through three pairs of sheeting rollers, designed to ensure gentle tear-free operation, closing any pockets and expelling the gas without felling or killing the dough. There is a removable four-piece cutter and the frame can be opened to ensure absolute cleanliness. Production is said to increase by approximately 20 per cent with the aid of this trouble-free moulder. **(PM/1072.)**

AUTOMATIC PEELER

DESIGNED for restaurants, canteens, hotels, etc., this new electric potato peeler embodies new principles and features. The design of the peeling plate is new and the scientific agitator blade and special water controller and regulator are exclusive.

With a capacity of 28 to 35 lb. it will produce a perfectly clean batch of potatoes in 75 to 90 seconds with a total loss in weight of only 15 to 20 ounces according to season. When peeled the potatoes are loaded through a hopper and discharged through an absolutely



water-tight door at the front. Silent running and completely free from vibration, it is modern and hygienic in design. **(PM/1073.)**

Next month's Equipment Survey will feature exhibits shown at the International Hotel and Catering Exhibition held at Olympia in January.

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Summary of Official Publications

READERS' GUIDE TO ACTS, STATUTORY ORDERS, NEW RULINGS AND AWARDS CONCERNING INDUSTRY AND PERSONNEL

GENERAL

Disabled Persons in Government Employment. Statement showing the numbers of Registered Disabled Persons in Government employment in Great Britain on 1/10/55. December 1955. *H.M.S.O.* 3d.

Employment of Older Men and Women. National Advisory Committee. 2nd Report, 20/10/55. *H.M.S.O.* 1s. 9d.

Census of Production Reports, 1951. Published by the Board of Trade. Vol. 2. Trade N. Mineral Oil Refining. *H.M.S.O.* 1s. 6d. Vol. 4. Trade B. Marine Engineering. *H.M.S.O.* 2s. Vol. 7. Trade D. Leather (Tanning and Dressing). *H.M.S.O.* 2s. Vol. 10. Trade J. Newspaper and Periodical Printing and Publishing. *H.M.S.O.* 1s. 6d.

Choice of Careers, New Series. Published by the Ministry of Labour and National Service. No. 20. Foundry Craftsmen. *H.M.S.O.* 1s. No. 65. Office Worker. *H.M.S.O.* 1s. No. 4. Librarianship. *H.M.S.O.* 9d. No. 6. Pottery. *H.M.S.O.* 1s. 3d.

Productivity Measurement Review No. 3. November 1955. Published by European Economic Co-operation Organisation. *H.M.S.O.* 3s.

STATUTORY INSTRUMENTS

No. 1736. The Wholesale Mantle and Costume Wages Council (Great Britain) Wages Regulation (Amendment) Order, 1955. Dated November 18, 1955, made by the Minister of Labour and National Service under section 10 of the Wages Councils Act, 1945 (a). *H.M.S.O.* 4d. Amends Wholesale Mantle and Costume Wages Council (Great Britain) Wages Regulation Order, 1953, as subsequently amended, by increasing the statutory minimum remuneration fixed by those orders. Order W.M. (54) is revoked.

No. 1753. The Cotton Waste Reclamation Wages Council (Great Britain) Wages Regulation (Amendment) (No. 2) Order, 1955. Dated November 22, 1955, made by the Minister of Labour and National Service under section 10 of the Wages Councils Act, 1945 (a). *H.M.S.O.* 2d. Amends the Cotton Waste Reclamation Wages Council (Great Britain) Wages Regulation Order, 1953, as subsequently amended by increasing the statutory minimum remuneration fixed by those Orders. Order C.W. (55) is revoked.

No. 1770. The Rubber Manufacturing Wages Council (Great Britain) Constitution Order, 1955. Dated November 23, 1955, made by the Minister of Labour and National Service under section 20 of the Wages Councils Act, 1945 (a). *H.M.S.O.* 2d. Brings constitution of Wages Councils Act, 1945, into conformity with the provisions relating to the constitution of Wages Councils contained in that Act.

No. 1781. The Corset Wages Council Wages Regulation (Amendment) Order, 1955. Dated November 28, 1955, made by the Minister of Labour and National Service under section 10 of the Wages Council Act, 1945 (a). *H.M.S.O.* 3d. Amends Corset Wages Council Wages Regulation Order, 1953 (Order K. 38) as amended by Orders K. 40 by increasing the statutory minimum remuneration fixed by those Orders.

No. 1795. The Tin Box Wages Council (Great Britain) Wages Regulation (Amendment) Order, 1955. Dated November 29, 1955, made by the Minister of Labour and National Service under section 10 of the Wages Councils Act, 1945 (a). *H.M.S.O.* 3d. Effective from December 16, 1955, amends the Tin Box Wages Council (Great Britain) Wages Regulation Order, 1954 (Order X (46)), by increasing the statutory minimum remuneration fixed by that Order.

No. 1906. The Food Hygiene Regulations, 1955. Dated December 16, 1955, made by the Minister of Agriculture, Fisheries and Food and the Minister of Health under sections 13 and 123 of the Food and Drugs Act, 1955 (a). *H.M.S.O.* 6d. Adds new provisions to existing Act in respect of the hygienic handling of food and construction and maintenance of premises, stalls, vehicles, etc., where food is handled.

INDUSTRIAL DISPUTES TRIBUNAL AWARDS

No. 770. Grading of a Local Authority Coming Within the Purview of the National Joint Council for Local Authorities' Services (Manual Workers). Claim: That the grading of Hemel Hempstead Rural District Council should be amended from Zone B to Zone A. **Award:** Claim not established. (14/11/55.)

No. 771. Grading of a Local Authority Coming Within the Purview of the National Joint Council for Local Authorities' Services (Manual Workers). Claim: That the grading of King's Lynn Borough Council should be amended from Zone B to Zone A. **Award:** Claim established with immediate effect. (14/11/55.)

No. 772. Remuneration of Certain Workers Employed by an Engineering Company at Barrow-in-Furness. Claim: That all machine setter-operators should have been paid the increase of

IMPORTANT FOR ALL CONCERNED WITH THE SAFETY OF CANTEEN STAFF

Swallow
GRAVITY-FEED SLICER
WITH THE NEW CHUTE GUARD
provides *full* protection for the operator

With its new chute the Swallow Slicer is now the safest as well as the most efficient slicer in the world. The guard is designed to comply with the Factory Acts and prevents the operator from touching the blade while the machine is running. Other safety features incorporated in the Swallow Slicer are the knife guard covering the blade and an automatic switch which operates when the knife guard is unscrewed. Write now for full details or give times convenient for a demonstration at your own canteen.

SWIFT AND SWALLOW LTD., Head Office: AIRPORT WORKS, ROCHESTER, KENT. (CHATHAM 3474)

8s. 6d. per week provided under the agreement of 13/4/54, in the engineering industry. **Award**: Claim not established. (16/11/55.)

No. 773. Working Week of Certain Staff Workers Employed by a Firm of Motor Car Manufacturers at Thames Ditton. Claim: For a shorter working week for draughtsmen employed by the company. **Award**: Claim established. Hours for the draughtsmen concerned should be a 5-day week Monday to Friday of 39 hours, with immediate effect. (18/11/55.)

No. 774. Rates of Wages in the Carpet Manufacturing Industry. Claim: For an increase in the existing basic rates. **Award**: Claim established. Weekly wages of male workers 21 years of age and over be increased by 3s. and by 2s. for female workers 20 years of age and over, with immediate effect. (18/11/55.)

No. 775. Remuneration of the Treasurer and Engineer of the Felixstowe Urban District Council. Claim: For the adoption by the Council of a specified salary scale. **Award**: Claim established. (22/11/55.)

CIVIL SERVICE ARBITRATION TRIBUNAL

No. 2584. Forestry. Forestry Commission—Forestry Workers—Rates of Wages—Claim for Increase. Reference: That the minimum rate of weekly wages of adult male forestry workers employed by the Forestry Commission shall be increased to 140s. per week. **Award**: Minimum rate of weekly wages of such forestry workers shall be 134s., effective immediately. (4/11/55.)

No. 2585. Teaching Profession. Edinburgh College of Art—Full-time teachers—Senior Assistant, Assistant Grade I and Assistant Grade II—Salary Scales—Claim for Increase. Reference: To determine a difference between the Governors of the Edinburgh College of Art and the Staff Association of the Edinburgh College of Art as to what recommendations the Governors should make to the Secretary of State for Scotland in regard to the claims made by the Association for revised salary scales for full-time teachers. **Award**: Salary scales for Senior Assistant, Assistant Grade I, Assistant Grade II to be £1,010×£50—£1,260, £760×£30—£1,060 and £590×£30—£890 respectively. (4/11/55.)

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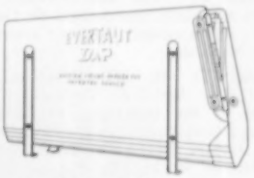

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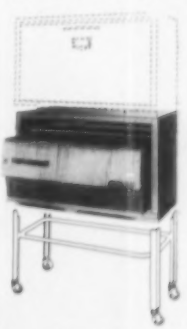

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APPOINTMENTS

SIR GODFREY INCE, who retired recently from the post of Permanent Secretary of the Ministry of Labour and National Service, has been appointed chairman of *Cable and Wireless, Ltd.*, and its associated companies. Sir Godfrey is 64; he succeeds Major-General Sir Leslie Nicholls.

MISS D. B. CHARNOCK, who joined *T. J. Smith & Nephew Ltd.* as a trainee at the beginning of 1955, has been appointed assistant personnel officer. **MR. JOHN POLLEY** takes over the position of works relations officer, and **MR. RICHARD STUBBS** joins the company as group management trainee.

REPORT ON GERMAN APPRENTICESHIP

(Continued from page 470)

The greatest drawback of the German system, felt the team, was the rigid class stratification it involved. If the basic philosophy of this class system could be challenged, as it is being by some young Germans to-day, and at the same time the standards of skill be retained, then, the team felt, the system would be even more successful than it already is.

At the meeting in Birmingham to launch this booklet the team expressed the view that confidence in the strength of this national system is in itself the main reason for its smooth operation. As so many people are specifically "trained for the job" one might expect that the accident rate would be lower than ours. But pride in their own efficiency persists in this field too. Relying on the skill of the worker to resist accidents, machinery is less guarded than in this country. Such over-confidence could easily become a danger.

But the representatives of employers and trade unions whom the team interviewed were agreed without reservation on the great contribution systematic training of operators and craftsmen can make to productivity, to quality of production and to a higher standard of living.

The team felt that there were many principles, learned during their German trip, which could be applied to the pilot communal apprentice training schemes which are being contemplated here. But before such a scheme could be organised, employers and trade unions would have to learn to co-operate with each other as they have done in Germany.

PERSONNEL RECORDS

(Continued from page 463)

by statute. Compliance with the Truck Acts must be considered whenever a new deduction is suggested.

Once the firm has grown to the size where delegation of authority and specialisation of function has begun, the need for the action slip will appear. These cover requisitions for labour, rate changes, terminations, notification of address changes, etc. There is no reason why a single "Change Note" should not cover all these functions. Ideally they should be originated as the need arises, and when the action they request has been completed and recorded and all those concerned informed, they should be destroyed. In fact, however, they usually linger on the files. This underlines the vital fact that no form can be designed or even discussed without a knowledge of the exact way in which it will be used, who is to authorise it, who must be informed, and who must take action on it.

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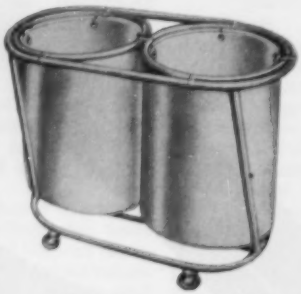

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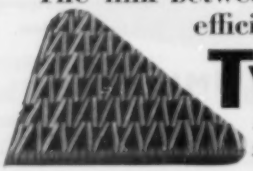

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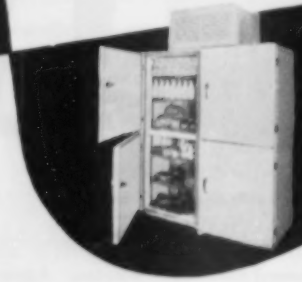

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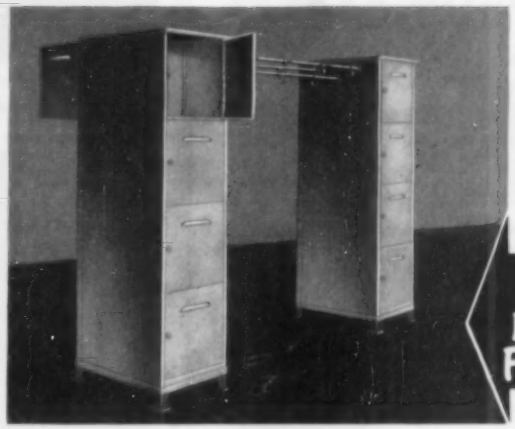

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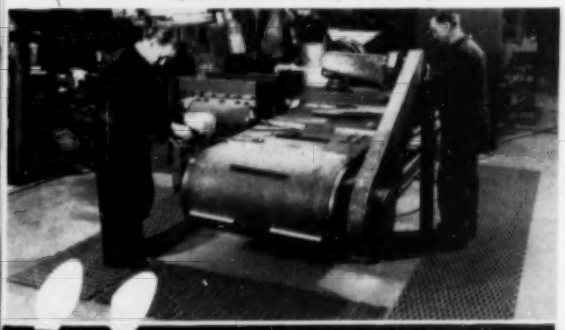

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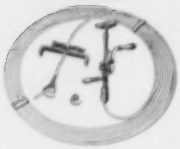

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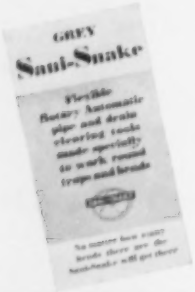

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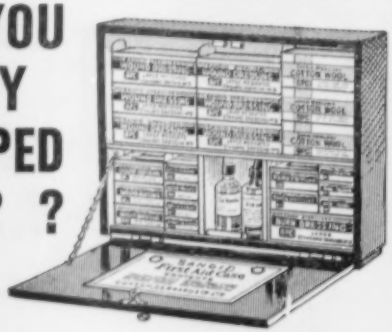

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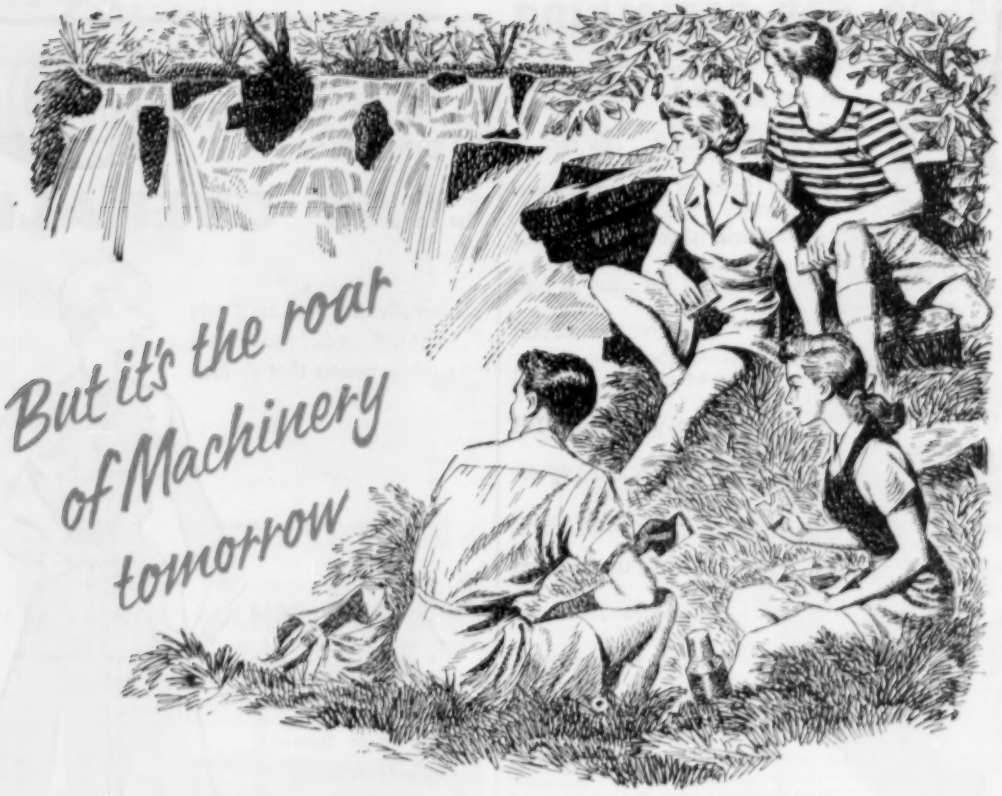

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